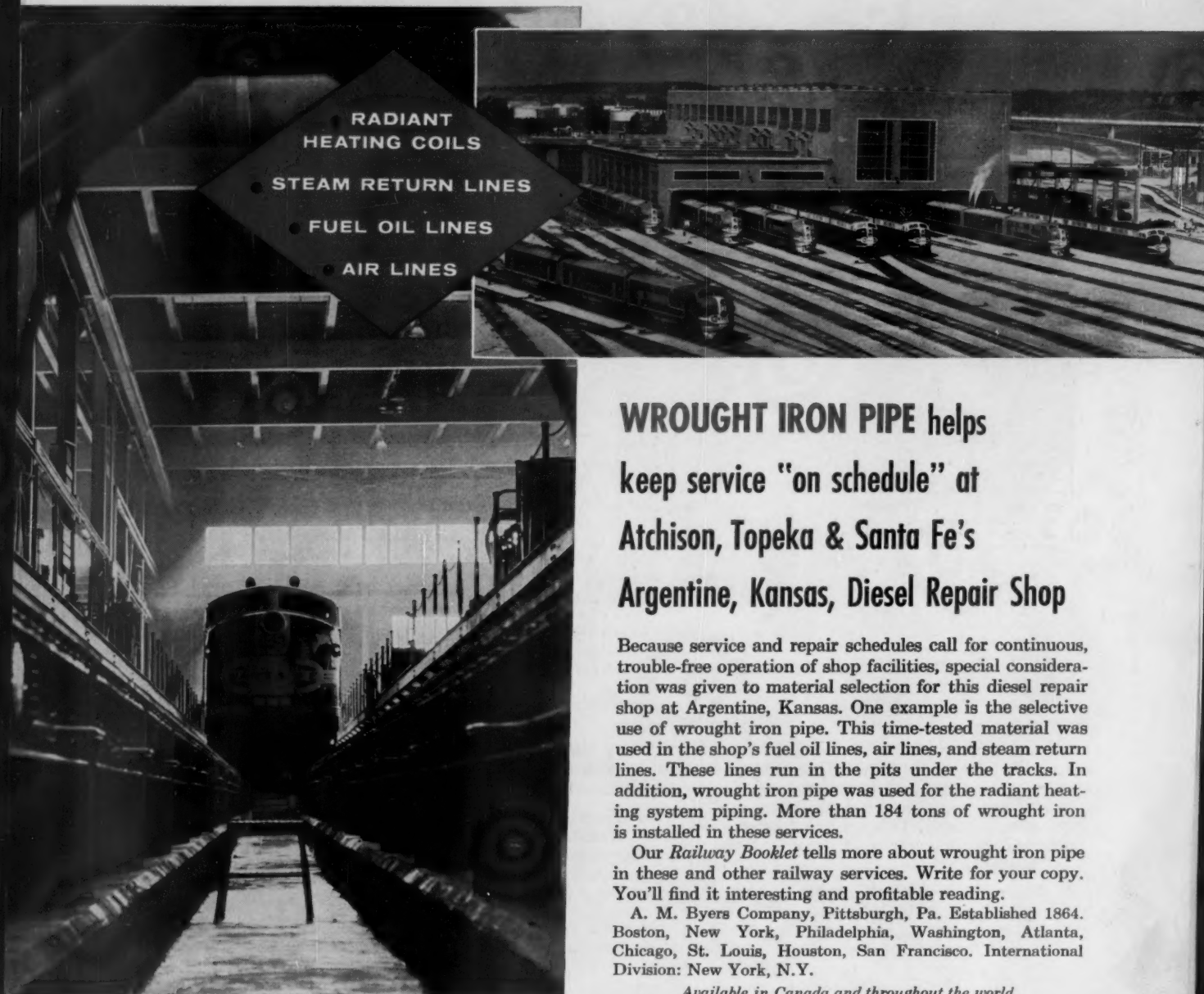


RAILWAY AGE

WORKBOOK OF THE RAILWAYS

THE INDUSTRY'S ONLY WEEKLY NEWS MAGAZINE



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AIR LINES

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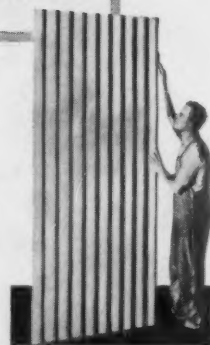
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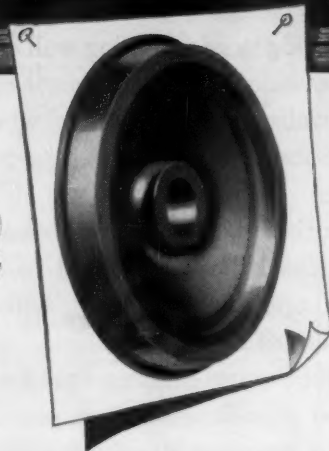
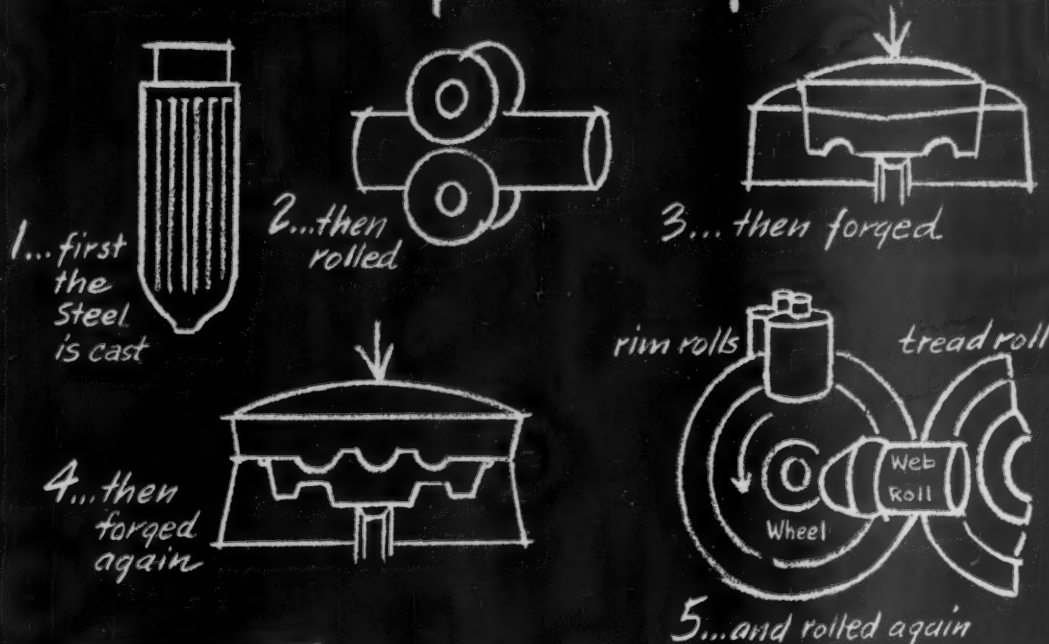
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eral fundamental steps that contribute directly to the desired result.

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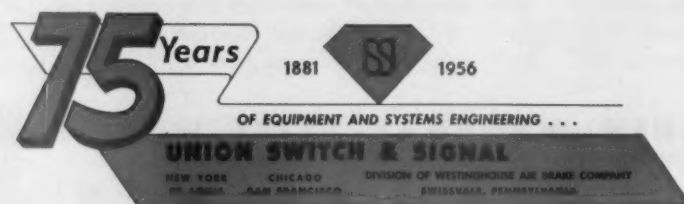
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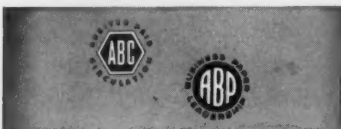
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Workbook of the Railways

Vol. 140, No. 18
April 30, 1956

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To trim the \$700 million deficit . . .

. . . railroads use varied lures to get people "back on the trains." Among the enticements offered are special trains, excursion fares, family travel plans and low round-trip rates. Railroads must decide, one spokesman says, whether they are in the passenger business to make money, or to publicize their freight services. . . . p.7

More trucking to escape regulation . . .

. . . Additional for-hire trucking will be exempt from regulation as the result of a Supreme Court decision setting aside an ICC order with a ruling that dressed poultry comes within the Interstate Commerce Act's so-called agricultural exemptions. . . . p.8

FORUM: Truck trouble in Sweden . . .

. . . is very much like the difficulties American railroads experience from unregulated truck competition. Developments there, and in other countries with similar conditions, will bear watching, because a workable solution to what is a general economic and political problem does not necessarily have to come from within our own boundaries. . . . p.33

Freighthouse goes functional . . .

. . . and at the same time is attractive, as the DT&I utilizes prefabricated aluminized elements in a new structure replacing an obsolete frame building. The community gains a modern building. Employees enjoy better working conditions. The railroad benefits from improved community and employee relations, and at the same time increases operating efficiency. . . . p.34

How to run a conference . . .

. . . That's an important phase of a supervisor's work, and the man who can make the conferences he leads, or participates in, outstandingly effective is working toward advancement. Another article in the Railway Age series, "The better supervisors get promoted." . . . p.37

"One-shot" paperwork . . .

. . . means reduced costs and better control. The recent RSPA

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Maximum @ 1300 RPM

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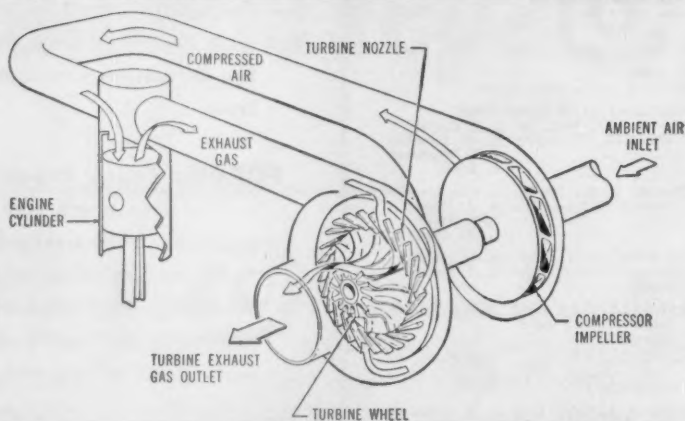
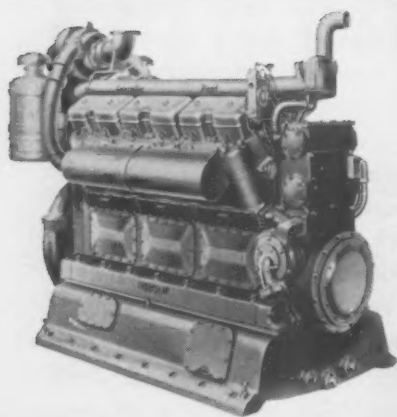
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Current Statistics

Operating revenues, two months	
1956	\$1,645,858,716
1955	1,479,733,207
Operating expenses, two months	
1956	\$1,302,523,359
1955	1,154,849,156
Taxes, two months	
1956	\$169,354,631
1955	148,763,957
Net railway operating income, two months	
1956	\$129,907,635
1955	136,462,623
Net income, estimated, two months	
1956	\$93,000,000
1955	98,000,000
Average price 20 railroad stocks	
April 24, 1956	108.36
April 26, 1955	97.01
Carloadings revenue freight	
Fifteen weeks, 1956	10,407,651
Fifteen weeks, 1955	9,646,231
Average daily freight car surplus	
Wk. ended Apr. 21, 1956	4,874
Wk. ended Apr. 23, 1955	20,902
Average daily freight car shortage	
Wk. ended Apr. 21, 1956	5,755
Wk. ended Apr. 23, 1955	2,540
Freight cars on order	
April 1, 1956	137,070
April 1, 1955	17,974
Freight cars delivered	
Three months, 1956	15,029
Three months, 1955	7,263
Average number of railroad employees	
Mid-March 1956	1,041,159
Mid-March 1955	1,007,648

RAILWAY AGE IS A MEMBER OF ASSOCIATED BUSINESS PUBLICATIONS (A.B.P.) AND AUDIT BUREAU OF CIRCULATION (A. B. C.) AND IS INDEXED BY THE INDUSTRIAL ARTS INDEX, THE ENGINEERING INDEX SERVICE AND THE PUBLIC AFFAIRS INFORMATION SERVICE. RAILWAY AGE, ESTABLISHED IN 1856, INCORPORATES THE RAILWAY REVIEW, THE RAILROAD GAZETTE, AND THE RAILWAY AGE GAZETTE. NAME REGISTERED IN U. S. PATENT OFFICE AND TRADE MARK OFFICE IN CANADA.

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Week at a Glance CONTINUED

meeting in Chicago explored the interesting possibilities of this technique from all angles. . . . p.41

A railroad with young ideas . . .

. . . is what its new president aims to make the M&StL. System-wide mechanization of every possible job, centralized dispatching, "responsibility accounting," perpetual parts inventory, standardized hiring practices—these are some of the developments giving new blood to this already sales-minded organization. . . . p.43

"Fleet-testing" car liners . . .

. . . is the procedure the Union Pacific is using with the Espey process, under way on over 500 cars. Application costs about \$300 per box car, for side, end and floor. . . . p.45

COMING—Next week . . .

. . . the full story on "Train X"—cars (built by Pullman-Standard); locomotive (built by Baldwin-Lima-Hamilton); and operation (as planned by the New York Central).

BRIEFS

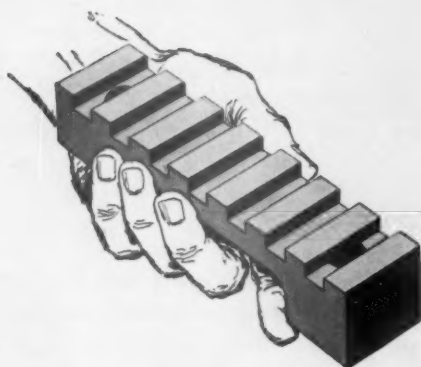
\$80 million "ain't hay" . . .

. . . The presidents of the two big Canadian roads are studying a recent conciliation board finding that their "non-op" employees' wages should be raised that much annually, which the unions have accepted. "To pass such an amount on to the public through the medium of the existing freight rate structure would so damage the competitive position of the railways as to be self-defeating," they warn. Alternatives are being explored.

\$935,000 per mile . . .

. . . That sounds like the cost of building a railroad, but it's only the *annual tax* currently smacked on the Jersey Central in Hudson County, New Jersey. Right alongside the railroad is a brand-new Turnpike extension that doesn't pay the county a red cent in taxes. CNJ President Moore is doing plenty of worrying about that tax bill, and he is telling the road's commuters they had better be doing some worrying, too, because "this tax problem must be solved politically."

Improve the efficiency of any journal lubricator with Magnus R-S JOURNAL STOPS



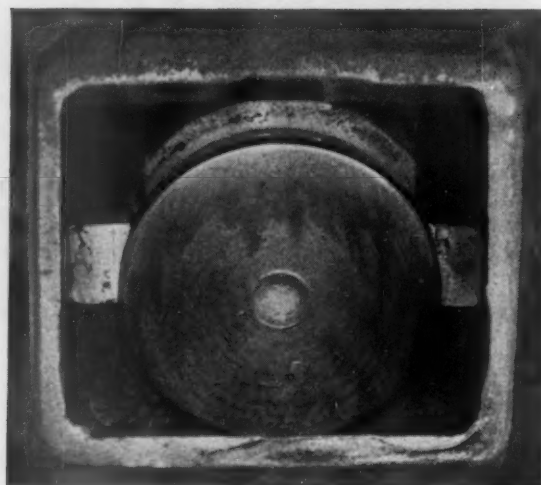
Longer bearing life and lower maintenance costs for trucks and journal boxes also yield big return on initial R-S Journal Stop investment

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Bolted to both sides of the journal box, the bronze bearing-metal Journal Stops form a permanent, built-in waste "container" that holds the mass of packing right where it belongs, even under severe braking and impact forces. And, unlike any other waste container or retainer, by keeping the bearing on the journal, you prevent short strands from being trapped beneath the bearing crown. By restricting fore-and-aft movement of the journal within the box, they prevent squashed-down waste packs, maintain constant journal-to-packing pressures, assure a uniform feed of oil to the bearing and eliminate danger of waste grabs.

But that's not all. You also get longer bearing life and freedom from spread linings. You reduce the requirements for an effective box rear seal and increase the efficiency and service life of present dust guards and seals. That's vital to the successful operation of most waste substitutes.

Pad and mechanical lubricators benefit too. By keeping



Here's proof of Journal Stops' unique ability to hold packing in place even under extreme service conditions. This unretouched photograph shows the interior of a Journal-Stop-equipped box after undergoing an 11 1/2 mph flat-switching impact test. Waste is still firmly seated under the journal.

the journal in its proper position, you keep the box from rising during impacts and braking — don't crush the lubricator or seal. Axle dust guard seats can't be scored either.

WHAT ABOUT COST? One private car line estimates it has recovered more than 90% of the total cost of Stops and installation in just the first 20 months of operation. Other roads report comparable savings. R-S Journal Stops not only pay for themselves in reduced maintenance costs. They get cars to destination with trouble-free journal boxes. Write for complete information. Magnus Metal Corporation, 111 Broadway, New York 6 or 80 E. Jackson Blvd., Chicago 4.

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RAILROADS USE VARIED LURES . . .

To Trim \$700 Million Deficit

"How you gonna get 'em back on the trains?" is theme attacked from several angles—Emphasis is on "beefing up" off-hour traffic at low cost

Whether one agrees with the ICC's accounting procedures or not, the \$669 and \$704 million passenger deficits reported by the commission for 1953 and 1954 still represent a king-size problem which railroads are assailing in many ways.

As one passenger man told Railway Age, "railroads are coming to the crossroads on this now" and have to decide—individually—if they are in the passenger business to make money or to publicize their freight services. They must decide, he indicated, just how far they will go to get the public back on the trains.

Special trains, excursion fares, all-expense tours, educational trips, family travel plans, shoppers' fares,

theater parties and low round-trip rates are among travel incentives being actively promoted. Such devices can be money-makers, and can be used to induce travelers to "go by rail" instead of by plane or the family car, but the latter potential is somewhat nebulous and the former is true only sometimes.

Cost vs. Revenue—Fundamentally, the costs of stimulating travel must of course be weighed against the business to be derived. Where revenues may be small, or won't even cover costs, the intangible "good" to be got "in the long run" may not be worth trying for.

Magnitude of the problem railroads face is indicated by the ICC's launching of its own investigation into the deficit. In its April "Transport Economics," the commission's Bureau of Transport Economics and Statistics said that "1955 [revenue per passenger mile] averages, 2.47 cents for coach and 3.31 cents for parlor and sleeping car, were the lowest for any year since 1951."

It is because of continuing losses in passenger operations that railroads had to ask the ICC to authorize a 5% fare increase (Railway Age, April 9, p. 8), to offset rising costs. A hearing on the request was held at Washington last week.

New lightweight cars are publicized by many roads to stress the comfort of rail travel, with good results reported generally, but emphasis on late-design equipment is not so heavy as might be expected. The concentration, judging from reports from roads queried by this paper, is on building up off-hour patronage.

The Reading approaches the situation by assuming that if you can just get that rider aboard a

train you have a chance of making a steady customer. The road has used many types of incentive plans, including some "ridiculously low" fares into Philadelphia in attempts "to lure patrons to try a sample of our service." "Prone" to try new traffic stimulants, the Reading says all roads "can do a more effective job in merchandising" and is convinced that rate departures "when you are seeking a special market, are very desirable."

Much depends on the makeup of the road itself, the region it serves and the traffic it handles. F. V. Koval, assistant to the president, Chicago & North Western, says.

"Any incentive plan," he observed, "should first be applied to periods when traffic is lightest" and when there is potential business to develop. The C&NW offers family fares, and runs profitable special trains into Chicago, but stresses building business on trains like those in and out of Chicago on weekends.

Power Shortage—Casey Stengel might say the New York Central "has a weak bench." It won't run special trains for groups that want to travel en masse because it suffers from a shortage of motive power. It won't handle specials until it's 100% dieselized.

Other roads shy away from the special train business, too, but not because of a lack of reserve power. They don't talk about it much, but the reason for their "shyness" is that this sort of service has been found just plain uneconomical.

The Long Island—largest passenger carrier of all—sees no use in running special trains for the most part but does put them on occasionally. It tied one in with a flower show in New York City recently—

LITTLE OPPOSITION TO FARE INCREASE?

The fare-increase case of eastern and western railroads was submitted to the Interstate Commerce Commission last week on a record showing only five protests.

The increase, amounting to 5%, is scheduled to become effective May 1 (Railway Age, April 2, p. 7 and April 9, p. 8). May 15 is the effective date of the like increase proposed by southern roads. The five protests, directed against the hike on eastern roads, were letters, and none was supported by evidence. Four of the letters were from private citizens and the other was from the State of New Jersey and its Department of Public Utilities. The commission held a hearing April 25 to afford interested parties an opportunity to cross-examine railroad witnesses who had filed verified statements in support of the increase. The hearing lasted less than two hours, most of the questioning having been by B. W. Harrington, Deputy Attorney General of New Jersey.

half fares, reduced admission prices—and got 1,800 sales. But the Long Island isn't sure this was all "new business."

While the New York Central may turn down special train business, it, too, is making a real effort to build up its off-hour trains. The Central's position is clear: it just isn't profitable to maintain stand-by equipment needed for specials, but it will go all out to fill its regular trains.

Boy Scouts and Good Will—The Chesapeake & Ohio employs incentive fares for groups of three or more, 15 or more, 25 or more and 300 or more. It feels that excursions "must be played by ear," depending on their potential. It cites, as an example the job it did of carrying 10,000 Boy Scouts in January 1955 as part of "railroad month." This was done, the C&O acknowledges, to build good will for the road as well as to increase traffic.

The Great Northern, on the other hand, reports it's "not convinced" family fare plans create new business. Still the GN has found that all-expense tours to St. Paul, Minneapolis and Glacier National Park are "very much worthwhile."

"Destination selling" is popular with many roads, among them the Seaboard, which significantly is not applying the proposed 5% passenger fare hike to its 30-day round trip fare from Washington to Florida, effective May 1-November 15—normally a slack period. General Passenger Traffic Manager J. R. Getty says the SAL has "secured business that would have moved via other means of transportation" in this off-season with fares 25% under the twice one-way price. He added that the Seaboard has found excursion trains "generally profitable" in addition to "engendering good will and publicity."

Family fares aren't offered by the SAL because it feels its regular rates are low enough. The Maine Central, however, doesn't go for them or other off-hour traffic boosters at all, explaining that it tried a two-cents-a-mile ticket for a couple of years but dropped it, "as we figured it did nothing to add to our passenger revenue."

The Monon appraises the situation from the "small road" viewpoint, noting that the "short haul and heavy competition," and the cost of hiring

equipment for special runs tend to limit the returns on concessions aimed at encouraging travel.

The Pennsylvania is another road given to testing new ideas where it can get new business without higher costs, or where possible revenues "clearly exceed" the cost of providing extra service.

The PRR uses thrift and shoppers ticket plans to build up business between peak periods, but notes that every plan does not work in all cases. It promotes its services wherever conditions meet its prerequisites but says the "number of such possibilities is necessarily limited" and the revenue they can contribute "is relatively small." The PRR says "more or less localized merchandising through incentive pricing and special promotion is only one of several methods that can be used to improve overall results of our passenger operations."

Quality, to compensate for "what we lack in quantity," is stressed by the Union Pacific, which says it has cut passenger schedules to the "minimum." It has found family fares "quite successful," however, in both coach and sleeper travel.

More Trucking to Escape Regulation

Supreme Court sets aside ICC order holding motor transport of dressed poultry is not exempt

Additional for-hire trucking will escape regulation as the result of a decision of the United States Supreme Court which has set aside an Interstate Commerce Commission order with a ruling that transportation by motor carriers of fresh and frozen dressed poultry comes within the Interstate Commerce Act's so-called agricultural exemptions. The overturned commission order held that such transportation was not exempt.

The Supreme Court's determination was a 5-to-4 decision, announced by Justice Douglas. The dissenting opinion, by Justice Burton, was subscribed to by Justices Frankfurter, Minton and Harlan. The case came up from the federal District Court for the Southern District of Texas, which had also set aside the commission ruling on dressed poultry. Thus the Supreme Court's decision was an affirmation of that ruling.

Involved also in the case was the commission's ruling that fresh and frozen meats were non-exempt commodities. The district court upheld the commission on that, and no appeal was taken from the holding. The case originated in a complaint filed with the commission by truckers alleging that Frozen Food Express was unlawfully transporting fresh and frozen meats and fresh and frozen dressed poultry.

The commission upheld the complainants, and Frozen Food took the case to court. The Departments of Justice and Agriculture supported Frozen Food against the commission. In affirming the lower-court ruling, the Supreme Court determined that the freezing and dressing of poultry did not involve "manufacture" and thus deprive the commodity of exempt status.

"A chicken that has been killed and dressed," the majority opinion

said, "is still a chicken. Removal of its feathers and entrails has made it ready for market. But we cannot conclude that this processing which merely makes the chicken marketable turns it into a 'manufactured commodity'."

"At some point processing and manufacture will merge. But where the commodity retains a continuing substantial identity through the processing stage we cannot say that it has been 'manufactured' within the meaning of section 203(b)(6)."

The dissenters would have sustained the commission. They noted that no appeal was taken from its determination that frozen dressed meats were products "manufactured" from agricultural commodities. "The commission's like treatment of poultry is not arbitrary or unreasonable," they said.

The court also decided a related case involving the appeal of Frozen Food and others, including American Trucking Associations, from a
(Continued on p. 10)

Loadings Up.—Loadings of revenue freight in the week ended April 21 totaled 763,437 cars, the Association of American Railroads announced on April 26. This was an increase of 21,384 cars, or 2.9%, compared with the previous week; an increase of 62,005 cars, or 8.8%, compared with the corresponding week last year; and an increase of 137,255 cars, or 21.9%, compared with the equivalent 1954 week.

Loadings of revenue freight for the week ended April 14 totaled 742,053 cars; the summary, compiled by the Car Service Division, AAR, follows:

REVENUE FREIGHT CAR LOADINGS			
For the week ended Saturday, April 14			
District	1954	1955	1954
Eastern	125,860	119,381	108,223
Allegheny	131,210	133,857	114,336
Poconchos	61,752	57,636	45,428
Southern	128,829	105,175	118,123
Northwestern	99,363	85,242	72,040
Central Western	117,303	114,035	102,405
Southwestern	57,736	54,978	52,334
Total Western Districts	274,402	254,235	226,779
Total All Roads	742,053	670,304	612,884
Commodities:			
Grain and grain products	50,277	41,284	40,564
Livestock	7,237	7,880	7,315
Coal	137,960	113,031	98,517
Coke	13,042	10,889	7,612
Forest Products	43,047	37,882	38,746
Ore	49,052	32,473	17,837
Merchandise l.c.l.	61,538	60,718	62,219
Miscellaneous	379,900	366,147	342,074
April 14	742,053	670,304	612,884
April 7	685,397	659,217	606,790
March 31	724,944	654,761	599,302
March 24	697,248	634,628	601,414
March 17	685,985	650,924	609,959
Cumulative total, 15 weeks	10,407,651	9,646,231	9,182,113

In Canada.—Carloadings for the seven-day period ended April 7 totaled 76,464 cars, compared with 98,522 cars for the previous ten-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada:		
April 7, 1955 ..	76,464	36,016
April 7, 1955 ..	71,605	32,897
Cumulative Totals:		
April 7, 1955 ..	1,041,164	486,138
April 7, 1955 ..	932,386	433,217

New Equipment

FREIGHT CARS

► **Atlantic Coast Line.**—Ordered 1,800 roller-bearing-equipped cars; ACF Industries will build 800 70-ton cast steel underframe pulpwood cars (delivery to begin next November), and 800 70-ton cement hopper cars (delivery to begin in first quarter 1957); Greenville Steel Car will build 200 70-ton phosphate rock hopper cars (delivery to begin in second quarter 1957); when delivery is completed, ACL will own approximately 6,800 roller-bearing-equipped freight-train cars.

► **Louisville & Nashville.**—Ordered 2,000 70-ton coal hopper cars and 100 70-ton covered hopper cars, Pullman-Standard; approximate cost \$17,000,000; delivery of coal cars, at rate of 20 to 24 units daily, expected to begin in early 1957; covered hopper cars will be delivered next December.

► **Seaboard Air Line.**—Purchased cast steel bodies and steel frames for three 125-ton depressed center flat cars to be assembled in Portsmouth, Va., shops; approximate cost of each car is \$35,000; completion expected by end of July.

► **Union Tank Car Co.**—Ordered, from own shops 45 10,600-gal tank cars, 20 10,000-gal tank cars and 10 8,000-gal tank cars; delivery expected in first quarter 1957.

LOCOMOTIVES

► **British Columbia Electric Railway.** — Ordered two 900-hp diesel units, General Motors Diesel; delivery scheduled for July; estimated cost \$280,000.

► **Three-Months' Installations Up.**—AAR reports new units put into service by Class I roads in this year's first quarter totaled 399 (all diesel-electrics), compared with 306 in 1955 first quarter (303 diesel-electrics, three electrics); Class I roads had 859 new units on order April 1—including 832 diesel-electrics, 12 electrics, 15 gas turbine-electrics—compared with 428 new units on order April 1, 1955, which included 421 diesel-electrics, seven electrics.

New Facilities

► **British Columbia Electric Railway.** — New construction projects, at indicated estimated costs, include: new freight marshalling yard in New Westminster, B. C., scheduled for completion in December 1957 (\$750,000); replacement of 15 miles of 70-lb rail with 85-lb rail in the Fraser Valley, to be completed next December (\$320,000); improve routing of trackage through New Westminster, also to be completed next December (\$100,000); and track extension to new industrial development area on Annacias Island, completion date depending on area's development (\$104,000).

► **Canadian National.**—Will build a 22-mile spur from Bartibog, N.B., to Little River mine site of Heathe-Steele Mining Company.

(Continued from p. 8)

lower-court ruling upholding the commission's general report on agricultural exemptions. That report was accompanied by an order which listed commodities not covered by the exemption.

The lower court here involved was also the federal District Court for the

Southern District of Texas. It dismissed the appeal on the basis of a finding that the commission's order had no immediate impact and was thus not ripe for judicial review. The Supreme Court disagreed and sent the case back to the district court for adjudication on the merits.

This was an 8-to-1 decision, an-

nounced by Justice Douglas. The dissenter was Justice Harlan, who contended that some further commission action would be required before the order affected truckers. The majority decision "opens the door wide to premature review of various kinds of administrative action" Justice Harlan said in his dissent.

White House Backs Cabinet Report

Secretary Weeks tells House subcommittee of Administration support—Fourth Section and Section 22 rates also aired

Legislation recommended in the report of President Eisenhower's Cabinet Committee on Transport Policy and Organization can be considered "in general" as an administration proposal.

The Cabinet Committee's chairman, Secretary of Commerce Weeks, so advised a subcommittee of the House Committee on Interstate and Foreign Commerce as it opened last week its second series of public hearings on bills to implement the recommendations.

The subcommittee is headed by Representative Harris, Democrat of

Arkansas. Its previous hearings were held last fall (Railway Age, Sept. 26, 1955, p. 7).

Secretary Weeks, the first witness at last week's session, was asked by Chairman Harris if he were in a position to state that the bills under consideration (H.R. 6141 and H.R. 6142) were "part of the program of the President." Mr. Weeks noted that his comments on the bills had been approved by the Bureau of the Budget, and that the President "has publicly expressed approval of the objectives" of the Cabinet Committee's recommendations.

Then Chairman Harris asked if the committee would be justified in considering the bills "an administration proposal." The Secretary's reply was: "I think, in general, yes."

Meanwhile, Secretary Weeks had read a statement advocating enactment of the recommendations. The Cabinet Committee report was issued in April 1955. It made 11 recommendations, including the controversial proposals calling for more rate-making freedom for railroads and common carriers generally.

One such proposal is designed to end the Interstate Commerce Commission's fair-share-of-the-traffic approach in rate cases. As to that, Secretary Weeks told the subcommittee that the "modern development" in transport regulation has been to make the commission the "adjudicator of carrier competition." That, he added, "is not in accord with competition as we understand it." He noted that the National Industrial Traffic League supports the rate-freedom proposals.

The Secretary, as he put it, is "as thoroughly convinced" now as he was when he submitted his report that "our transportation regulatory policy is urgently in need of revision if our transportation services are to continue to flourish and expand." The "public interest," he insisted, was the basis of his committee's recommendations.

They are designed, he continued, to give each type of carrier "what it deserves in competition, without preference or discrimination." He warned that "there can never be an adequate transportation system as a whole without having available a financially strong and technically progressive common carrier system."

If the common carrier system breaks down, the "next step is government ownership," he continued, adding: "this happened in great Brit-



B&M's Wreckers and Cranes Going Diesel, Too

Many of the Boston & Maine's locomotive cranes and wreckers have already been dieselized because of decreasing availability of coal, water and repair facilities for steam equipment. The conversions have led to lower operating and maintenance costs, plus greater availability of the equipment and increased work capacity of track

forces. The 250-ton crane above was converted from steam to diesel power by means of an Industrial Brownhoist conversion "package" which includes a 219-hp Caterpillar diesel engine and a Twin Disc torque converter. Nine B & M 15-ton locomotive cranes also have been rebuilt, with Caterpillar conversion packages.

ain, and today in that country the railroads [government owned], private owned trucks and other carriers operate in the dark under difficult if not impossible competitive conditions. It also means that shippers have lost protection against discrimination. I think we hardly want to risk that happening here."

Mr. Weeks was accompanied by Under Secretary of Commerce for Transportation Louis S. Rothschild and the department's general counsel, Philip A. Ray. They made detailed presentations supplementing the secretary's general presentation.

Messrs. Rothschild and Ray were followed by Earl V. Smith, director, transportation and communication, Department of Defense. Mr. Smith opposed any legislation which would deprive the government of the right it now has, under the Interstate Commerce Act's Section 22, to negotiate special rates with the carriers. He did not oppose changes in that arrangement which were recommended by the Cabinet Committee, including provisions for publication of the special rates. He was subjected to sharp questioning by Representative Hinshaw, Republican of California, sponsor of a bill, H.R. 525, to end special rates to the government.

H.R. 525 is involved in the hearing as well as the bills to implement the Cabinet Committee recommendations. Also involved are other bills

to amend the Interstate Commerce Act's Fourth Section along lines recommended by the ICC, and to amend the Act's Part IV as proposed by the Freight Forwarders Institute.

The inclusion of these matters was announced by Chairman Harris of the subcommittee whose opening statement expressed the subcommittee's desire to hear "everyone," but still keep the record as brief as possible.

He estimated that requests for time (ranging from a few minutes to "several hours") would make the hearings last three weeks or longer, and he said the subcommittee might be prevented by other business from holding daily sessions. He expressed his hope that interested parties would file statements rather than make oral presentations whenever such procedure is possible.

Joint Rates Must Include Water Lines

Joint rates lower than combination rates cannot be maintained over all-rail routes unless like arrangements are extended to competing rail-water routes.

The United States Supreme Court has so ruled in setting aside a lower-court decision which upheld the Interstate Commerce Commission's dismissal of a water carrier complaint. The complaint, filed jointly by Dixie Carriers, Coyle Lines, American Barge Line, and Federal Barge Lines, alleged that rail-barge (combination) rates on sulphur moving from Galveston, Tex., to Danville, Ill., were unreasonable in relation to joint rates applicable over all-rail routes.

The case came to the Supreme Court on appeal from a ruling sustaining the commission, which was made by a special three-judge court sitting in the federal district court for the Southern District of Texas.

The Supreme Court's opinion, announced by Justice Douglas, noted that, in the absence of the joint all-rail rate, the combination rate over all-rail routes would be \$1.91 higher than the combination rate over rail-barge routes, or \$11.68 per ton, com-

pared with \$9.77 per ton. The joint all-rail rate was \$9.184. The opinion also cited the *Mechling* case, wherein the court invalidated a commission order which approved higher rail rates for transportation of grain east of Chicago if it had arrived at Chicago by barge, rather than rail.

"The *Mechling* case," Justice Douglas continued, "involved an attempt to deprive water transportation of one of its 'inherent advantages' . . . by increasing the cost of barge service. The commission's present decision achieves the same result through the device of a joint rate allowed carriers by rail but denied carriers by water. It was recognized in the debates on the bill that became the Transportation Act of 1940 that manipulation of rail rates downward might deprive water carriers of their 'inherent advantage' and therefore violate the act."

The court went on to assert that the 1940 act's provisions now in the Interstate Commerce Act's section 307(d) make it "mandatory" for the commission to establish through rail-water routes and rates "when it appears, as here, that a joint rail rate discriminates against water carriers."



P&S Days in St. Louis

St. Louis Mayor Raymond R. Rucker (left), presents his proclamation establishing May 16-18 as "Railroad Purchases and Stores Days" to A. N. Laret, vice-president—purchases and stores of the Frisco, and chairman of the AAR's P&S Division. The division's annual meeting will be held in the Missouri city during "P&S Days."

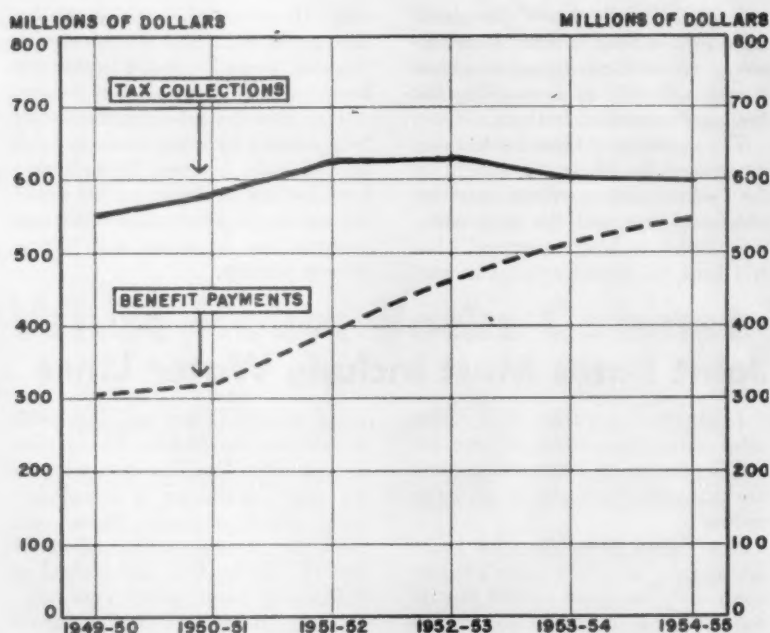
Coal Car Shortage Looms, Says NCA

"Railroads have not maintained an adequate supply of equipment, particularly hopper cars, with which to transport current coal demands promptly," the National Coal Association says in a recently issued 16-page pamphlet.

The pamphlet—called "Lifeline of America—An Adequate Coal Car Supply"—indicates by charts and graphics the importance of coal revenue to railroads and lists the demands for coal for steel, electric

power generation, exports and other uses.

Pointing out that "there is every reason to believe bituminous coal production will be greater in 1956 than in 1955," the pamphlet urges that appropriate steps be taken to assure enough steel and component parts to build and repair the hopper cars necessary to meet normal and seasonal demands of all types of commodities requiring transportation in hopper cars.



TAX COLLECTIONS and benefit payments squeeze closer together, as indicated by this graph from the Railroad Retirement Board's 1955 annual report. When will the lines cross? A

spokesman for the board believes that may happen within two years. The board's interest income can pay some benefits for a while, but eventually the board will need more money.

Retirement Payments Push Higher

Climbing benefit payments could spell trouble for the Railroad Retirement Board. Total beneficiaries increased 10% and benefit payments climbed 16% from the end of the fiscal year 1954 to the end of fiscal 1955, according to the board's annual report.

The triannual actuarial valuation contained in the report shows that on the basis of anticipated needs the board's current 12.5% tax rate together with earnings on investments eventually will fall \$86 million short of benefit requirements. In other words, the net level cost of the railroad retirement system as it now exists is 14.13% of taxable payroll, or approximately 1.6% above the current tax rate.

This doesn't mean the board is currently running at a deficit but it does indicate that, barring unforeseen circumstances, a deficit is forthcoming if tax rates remain the same.

"The board is concerned about the excess level cost over the actual tax rate. . . . While this deficiency is not immediately dangerous, means for its ultimate elimination should be carefully studied," the report says.

The board's benefit payments—in-

cluding those for retirement, survivor, unemployment, and sickness—in the fiscal year ended June 30, 1955, totaled \$754.7 million, up 16% from the \$662.6 million paid out during the previous fiscal year. Total number of beneficiaries in the same period increased from 1,031,000 to 1,135,000.

Beneficiaries under the retirement act drew 73% of the amount paid in 1955 (see chart). Payments totaling almost \$550 million were divided among 332,000 retired workers, 120,000 eligible wives, and 252,000 members of deceased employees' families.

Under the unemployment insurance act, nearly \$205.1 million went to 320,000 unemployed workers, and to 151,000 who were sick. Some 23,000 drew both unemployment and sickness benefits, and 17,000 received benefits under both acts.

Of the 1,968,000 employees in railroad service some time during 1953, 25% were under 30 years of age, 42% were between 30 and 49, and 33% were 50 or older, according to the board. "In terms of broad age groups, the portions in the younger ages were fractionally smaller, and in the older groups slightly larger."

Examiner Upholds Per Diem Vote Plan

The Interstate Commerce Commission has been advised by Examiner Wolfred W. Peck to reject short-line requests that the Section 5A agreement covering per diem be modified to provide for a unit vote of all subscribers on proposals to change the car-rental rate. Changes are now made by votes on the basis of car ownership.

Meanwhile, however, the examiner would have the commission give short lines a more important role in per diem matters. He recommended that the agreement, which is Section 5A agreement No. 7, be modified to provide that a representative of the American Short Line Railroad Association be made a member of the general committee of the operating-transportation division of the Association of American Railroads, "with all the rights of any other member thereof, with respect to consideration of per diem rules, regulations and charges."

Under the agreement, the general committee may initiate proposals to change the per diem rate or make per diem studies for the AAR board of directors. A Short Line Association representative, usually President J. M. Hood, now attends per diem meetings of the general committee, where he can participate in discussions but has no vote.

As to the proposal to provide for rate changes by the unit vote of all subscribers to the agreement, the examiner asserted that car-owning roads "have the paramount right to determine per diem rules and charges, subject to the commission's jurisdiction." He found nothing in the record to persuade him that the present voting arrangements are unlawful.

The proposed report dealt with two complaints, No. 31774, filed by 78 short-line railroads, and No. 31824, filed by the Boston & Maine, New Haven, and New York, Susquehanna & Western. Modifications they sought, in addition to the proposed change in voting procedures, included one which would incorporate into the agreement a formula for determining per diem charges and another which would transfer "control" of per diem charges and rules from the general committee to a "group or committee chosen by representatives of all railroad subscribers."

The general committee membership change was the only modification recommended by Examiner Peck. He would have the commission affirm its previous approval of the agreement "in all other respects."

The formula proposal was opposed by the National Industrial Traffic League, an intervener in the case.

The examiner took the position that neither the formula nor the present per diem rate of \$2.40 were involved in the case. He noted that the commission approved the per diem rate in a report issued late last year (Railway Age, Dec. 19, p. 8), and said the commission thus considered the cost formula on which that rate was based.

B&M Piggyback Begins May 1

The Boston & Maine will begin piggyback service May 1. Initially, the service will be available to points in most of the heavy industrial areas, but it will be expanded to cover the entire B&M system as soon as equipment and facilities can be procured.

For the service the road will spend about \$1,000,000 for new equipment, including 50 specially designed flat cars being built by Pullman-Standard, 100 truck trailers, and a series of special loading and unloading platforms (Railway Age, Feb. 20, pp. 8. and 9).

DL&W Piggyback Expands

The Lackawanna's piggyback service will be expanded May 7 to include Scranton, Pa., and the surrounding area. After the expansion the Lackawanna, together with 14 connecting railroads, will be offering piggyback service to more than 500 stations, including 25 major city areas, throughout the country.

Railroads Don't Like Tariff-Filing Proposal

Railroads object to the rule proposed by the Interstate Commerce Commission to provide that tariffs will be received "only during established business hours of the commission." (Railway Age, Feb. 20, p. 5).

That means Saturdays, Sundays and national holidays would be out. Protesting railroads say it also means that longer than the required

30 days statutory notice would be provided when tariffs reach the commission office on any such day. They contend the commission has no authority to lengthen the statutory period. And they also mention in-

ability to rely on mail schedules, prospective tariff-printing difficulties, possibilities for delaying effective dates of rate changes, and interference with carrying out voluntary postponements.

PRR Goal: Coal-Ore Car Trips by 20%

A 20% increase in number of trips per month for the Pennsylvania's coal and ore cars, representing the equivalent of 10,000 additional hopper cars in service, is the goal of a special full-time committee of operating officers now functioning with system responsibilities according to A. J. Greenough, vice-president—transportation and maintenance.

"To meet anticipated increases over last year's volume for both coal and ore traffic when lake shipping resumes," Mr. Greenough said, "the committee is programing to meet the extraordinary demand for hopper cars by increasing the efficiency of the 50,000 PRR hopper cars now in service, and will follow through by supervising performance. This effort

is in addition to our continuing program of heavy repairs to upgrade existing hopper cars.

"The committee is working to increase the transportation service provided by each hopper car an average of 20%," he explained. "It will concentrate on quicker turn-arounds, more efficient handling of empties to mines and ore docks, getting cars emptied faster at destination, and moving trains faster through terminals."

Committee Personnel — Co-chairmen of the special five-man committee are N. L. Fleckenstine, assistant regional manager, New York Region, and W. L. Lloyd, manager of coal research and development. Other members are E. R. Pilot,



Scale Model Helps Reading Plan Port Expansion

To aid studies for further development of the Reading's Port Richmond at Philadelphia, a 9- by 13-ft model, reproducing the entire area at a scale of one inch to 50 ft, has been built. The model—constructed by the motive power and rolling equipment depart-

ment at the Reading, Pa. locomotive shops, under the direction of Frank G. Fisher, assistant mechanical engineer—shows in minute detail all present facilities as well as those proposed for the port. Shown prominently in above view of the model is the storage yard.



Brilliant New Color Scheme for Box Car Fleet

Ten lively hued box cars are now in service on the Great Northern. GN is testing the durability of new color combinations with a view toward adopting a "more distinctive coloring and lettering scheme for the road's

box car fleet." The cars are being inspected by, left to right: G. L. Snyder, St. Cloud, Minn., shop superintendent; J. L. Robson, GN chief mechanical officer; J. F. Likarish, master car builder; I. C. Pool, vice-president.

assistant superintendent — passenger, at Philadelphia; C. E. Bolyard, trainmaster at Indianapolis, and J. A. Foshee, trainmaster at Cape Charles, Va. All have been released temporarily from their regular assignments to devote full time to committee responsibilities.

"We fully expect to handle the 1956 coal and ore business with available equipment and a minimum of car supply problems," Mr. Greenough said. He added that several of the railroad's coal traffic men are being assigned especially to work

with shippers to gain their help for better equipment utilization.

"The whole program ties in with our 'Don't Stand Me Still' campaign launched last year to increase the efficiency of our entire freight car fleet," he said. "The goal in that drive, extending across the system, is to add 15 minutes to the average freight car's daily running time, making it possible to carry 11 loads in the same period that 10 were moved before" (Railway Age, Aug. 29, 1955, p. 4, and Sept. 12, 1955, p. 5).

Atom More Useful as Electric Source

"Plans have been afoot for some time to build an atomic locomotive, but in my opinion, railroads will find atomic power more useful when it is generated into electricity, for locomotive and shop use," J. P. Kiley, president of the Milwaukee told the Pacific Northwest Purchasing Agents' Conference in Seattle last week.

"There seems to me to be no question about the future of atomic power on railroads, but whether it can be used successfully for locomotives probably will depend on economics

and whether a means can be found to provide full protection to the public from the dangers of radiation," Mr. Kiley said. "An atomic-powered submarine is one thing—an atomic-powered locomotive, which could be damaged in a derailment in a heavily populated area, is something quite different."

Mr. Kiley continued his look into the future and predicted that "present telephone and telegraph lines, now a prominent feature of every railroad, will eventually be displaced by the microwave system. Multiple

messages may be dispatched to any destination by microwave, and today's poles and wires may become things of the past."

Automation will undoubtedly be used to an increasing extent in train operation, Mr. Kiley believes. It is at least conceivable that long-distance through trains, freight and passenger, may in the future be operated by remote control, he said. These trains could be operated with the crews merely standing by to watch the controls.

"Less far in the future is the application of automation or semi-automation to many railroad procedures, such as ticketing and car accounting," he continued. "I can envision computers—those electronic brains we hear so much about—storing in their mechanical brain cells complete information about every freight car on a railroad system and perhaps in the entire nation." Instantaneous information about availability of cars and their location would be readily available, he continued.

For example, he said, "as the grain-handling season approaches, all one would have to do is feed crop information into the computer and the machine would automatically find and allocate the necessary cars."

ICC Won't Reconsider Refrigeration Charges

The Interstate Commerce Commission has refused to reconsider its decision authorizing railroads to increase their refrigeration charges by 15%. Reconsideration was sought in several petitions, including one filed by the Department of Agriculture.

The 15% increase approved by the commission gives railroads only half of the 30% raise which they sought (Railway Age, Feb. 6, p 11).

Multiple-Unit Rules Delayed for the H&M

The Interstate Commerce Commission has postponed, until November 1, the effective date of its rules for inspection and testing of multiple-unit equipment insofar as they relate to equipment of the Hudson & Manhattan. At the same time, the commission refused to order general postponement, so the rules (prescribed in Ex Parte No. 179) became effective for other roads on April 1.



Engineer's "guide to better handling"

The Westinghouse Type "B" Brake Pipe Flow Indicator is just a small instrument but it gives the engineer a great deal of information as to what is happening in the brake pipe of his train. Our representatives will be glad to tell you all about it.

**Westinghouse Air Brake
COMPANY**

AIR BRAKE DIVISION



WILMERDING, PA.

Organizations

Operations Research Society of America.—Fourth annual meeting will be held in the Sheraton Park Hotel, Washington, D.C., May 10-11. Hugh J. Miser, Route 2, Box 211, Vienna, Va., is program chairman.

Traffic Club of Philadelphia.—Will hold its Spring outing at Manufacturers' Golf & Country Club, Oreland, Pa., May 15.

Traffic Club of Washington, D. C.—New officers are: President, E. F. MacMillan, motor carrier transportation consultant; first vice-president, Vergil M. Perry, district freight agent, Gulf, Mobile & Ohio; second vice-president, Stanley T. Hoveland, traffic manager, General Services Administration; secretary-treasurer (re-elected), Mercer M. Rice, Washington representative, Multi Carrier Service.

Transportation Association of America.—William T. Faricy, president, Association of American Railroads, and C. J. Williams, president, American Trucking Associations, have been elected members of the board of directors.

Financial

Maine Central.—Promissory Notes.—The ICC has authorized this road to issue and sell \$1,300,000 of 5½% income promissory notes due February 1, 1996, proceeds to go toward redemption of 13,385 shares of \$100-par prior preference stock (Railway Age, Feb. 27, p. 34).

Northern Pacific.—Stock Split.—Stockholders at the annual meeting in St. Paul, Minn., April 10, approved a two-for-one common stock split proposed by the management. The split has been approved by the Interstate Commerce Commission. NP will issue 5,200,000 new \$5-par shares in exchange for the outstanding 2,600,000 shares of no-par stock. Stockholders of record April 18 will participate in the split and certificates for additional shares will be mailed May 11.

Dividends Declared

ATLANTIC COAST LINE.—50¢, quarterly, payable June 12 to holders of record May 14.

CLEVELAND, CINCINNATI, CHICAGO & ST. LOUIS.—3% preferred, \$1.25, quarterly, payable April 30 to holders of record April 20.

CLEVELAND & PITTSBURGH.—7% guaranteed, 87½¢, quarterly; 4% special guaranteed, 50¢, quarterly; both payable June 1 to holders of record May 10.

LEHIGH VALLEY.—30¢, payable May 21 to holders of record May 4.

PENNSYLVANIA.—35¢, quarterly, payable June 11 to holders of record May 9.



J. J. HENNESSY, JR., whose recent election as president of Hennessy Lubricator Company was announced in Railway Age, April 16, was graduated from George Washington University in 1949, after which he joined Hennessy Lubricator as service engineer, becoming vice-president in 1953.

Supply Trade

Bucyrus-Erie Company has appointed **Contractors Supply**, Kansas City, Mo., as distributor in southwestern Missouri and eastern Kansas, and **Southern Gateway Company**, Cincinnati, as distributor in southwestern Ohio and parts of Indiana and Kentucky.

Joseph Rosecky, manager of manufacturing at Eddystone, Pa., for **Baldwin-Lima-Hamilton Corporation**, has been promoted to vice-president, to head "heavy industry" operations at the Eddystone plant.

Fairmont Railway Motors, Inc. has announced that the office address of **Kenneth Cavins**, sales manager, and **Charles Rager**, district manager, has been changed from 310 S. Michigan avenue to 332 S. Michigan avenue, Chicago. The address of **George F. Adams**, district manager at St. Louis, has been changed from 1218 Olive street to 611 Olive street.

Motorola Communications & Electronics, Inc., has expanded its national sales structure, with establishment of four geographical sales divisions. **Eugene S. Geobel**, formerly national sales manager, has been appointed vice-president for market relations. Four former regional managers have been appointed vice-presidents and placed in charge of the new sales divisions. They are **Lowell E. White**, eastern division; **Homer L. Marrs**, central division; **Edward L. Falls, Jr.**, southern division; and **Donald F. Brickley**, western division.

Fabreeka Products Company has moved to a new location at 1190 Adams street, Boston 24.

Railway Officers

BESSEMER & LAKE ERIE.—**J. H. Morneweek**, assistant superintendent, has been appointed superintendent at Greenville, Pa., and has been succeeded by **D. T. Faries**, engineer track. **F. L. Valentine**, assistant trainmaster, has been named trainmaster at North Bessemer, Pa., and **J. R. McCormick**, assistant trainmaster, has been appointed trainmaster at Albion, Pa. **V. M. Schwing**, supervisor track, has succeeded Mr. Faries as engineer track.

BOSTON & MAINE.—**J. E. Rourke**, superintendent of the Portland division, has been appointed also superintendent of the Terminal division, with headquarters in Boston. **F. L. Estey** has been made assistant superintendent of the two divisions, at Boston, and **R. T. Cate** has been appointed acting assistant superintendent of the Portland division, at Dover, N. H.

CANADIAN NATIONAL.—**Robert M. Cowan**, superintendent motive power shops at Fort Rouge, Man., has been appointed superintendent motive power and car equipment, British Columbia district, at Vancouver, B. C., succeeding **C. E. Stewart**, retired. **James L. Smith**, superintendent, Transcona motive power shops, Winnipeg, Man., has been appointed superintendent of motive power and car equipment, Saskatchewan district, at Saskatoon, Sask., succeeding the late **A. H. E. Parkes**. **Stanley Bachinsky**, acting superintendent of the Transcona shops, has been named superintendent, motive power shops at Fort Rouge. **Kenneth W. Thompson**, general foreman, Stratford shops, has been appointed to succeed Mr. Smith as superintendent motive power shops at Transcona, Winnipeg, Man.

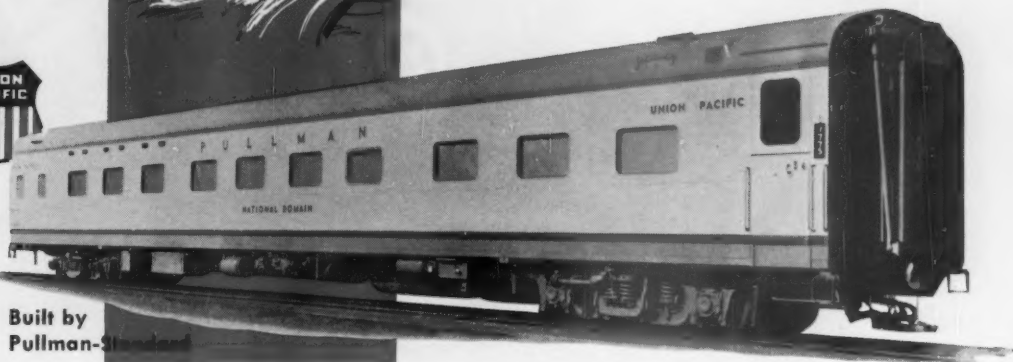
T. A. Mainprize, superintendent, Winnipeg terminal division, has been appointed superintendent, Kamloops (B.C.) division, succeeding **D. G. Kissick**, retired. **L. H. Gooding**, acting trainmaster at Saskatoon, succeeds Mr. Mainprize as superintendent, Winnipeg terminal division. **Nathan E. Mason**, assistant superintendent, Regina (Sask.) division, has been named superintendent of transportation, Manitoba district, at Winnipeg, succeeding the late **M. J. Ellard**.

P. J. Levins, assistant general tie and timber agent at Montreal, has been appointed purchasing agent, British Columbia district, at Vancouver, B. C.

D. W. Blair, assistant chief engineer, Atlantic region, at Moncton, N.B., has been appointed chief engineer of that region, succeeding **G. R. Doull**, retired. **W. Lenco**, bridge engineer, replaces Mr. Blair. **R. J. Maugham**, (Continued on page 46)

for Sleepers

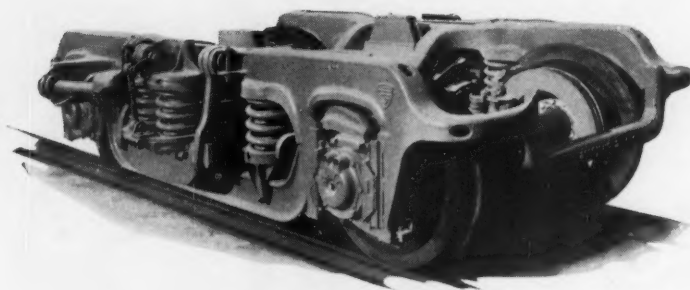
a smoother ride!



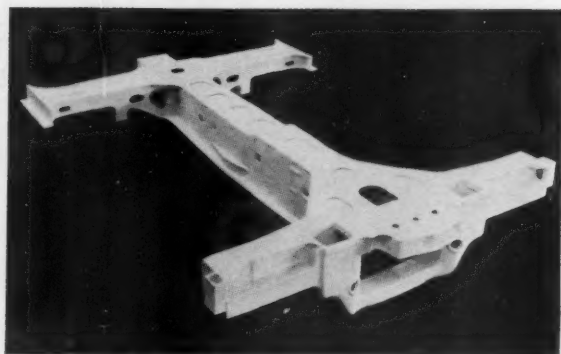
Built by
Pullman-Standard

35 New Sleepers For the UNION PACIFIC

**Feature Commonwealth Trucks
and Underframe End Castings**



Outside Swing Hanger Truck
with Large Central Bearing



Cast Steel Underframe End

For passenger comfort and safety the Union Pacific Railroad provides the finest, most modern equipment. In keeping with this policy they are placing in through service on their "City" streamliners, 35 new sleeping cars equipped with latest design Commonwealth *outside swing hanger type trucks* and *cast steel underframe ends*.

Trucks of most modern design with outside swing hangers and large central bearings assure smooth, quiet riding at all speeds. Inspection of truck parts is simplified and maintenance costs are brought 'way down. One-piece underframe end castings with integral body bolsters and end sills provide exceptional strength at the ends of the cars, contributing greatly to travel safety and the elimination of up-keep costs.

A smooth, quiet ride *increases* passenger traffic . . . minimum maintenance *decreases* your costs. To be sure of both, specify Commonwealth cast steel products.



GENERAL STEEL CASTINGS

GRANITE CITY, ILL.

EDDYSTONE, PA.



FOR SPEED!
FOR ACCURACY!



USE BELL SYSTEM PRIVATE LINE TELETYPEWRITER SERVICE

Many railroads find that Bell System private line teletypewriter service gives them the fast, written communications they need in today's competitive market.

Teletypewriters are used for administrative control, freight car arrivals, dispatching, contacts with agents and in combination with punched cards and perforated tape for mechanized car reporting.

You can have a direct connection between two

or more teletypewriters—across the street or across the nation. Messages typed on one machine are instantly reproduced on the other. You get *direct—fast—accurate—written—private—two-way* record communications.

Let a Bell System communications engineer make a detailed study of your communications. Such a survey may save you time and money. There's no obligation.

• **Call your Bell Telephone Business Office**

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TELEPHONE

TELETYPEWRITER

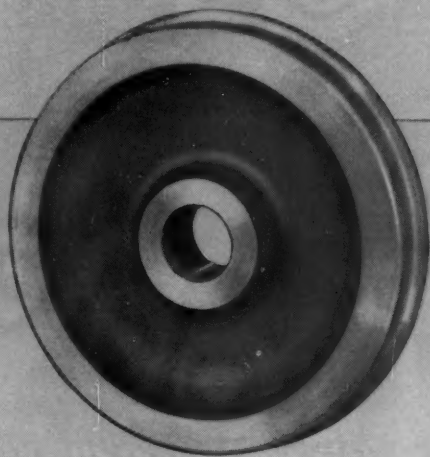
TELEMETERING AND REMOTE CONTROL CHANNELS

a friend in need

by Hungerford



We will be glad to send you enlarged copies of this Hungerford cartoon (without advertising copy) for posting on your office and shop bulletin boards, or a cut for your company magazine, at cost.



Edgewater

Rolled Steel Wheels

EDGEWATER STEEL COMPANY

PITTSBURGH, PA.

Makers of Rolled Steel Wheels for Freight Cars, Passenger Cars, and Diesel Locomotives

Another symbol of
progressive railroading
on the katy...



*For passenger car safety at freight car costs
...specify*

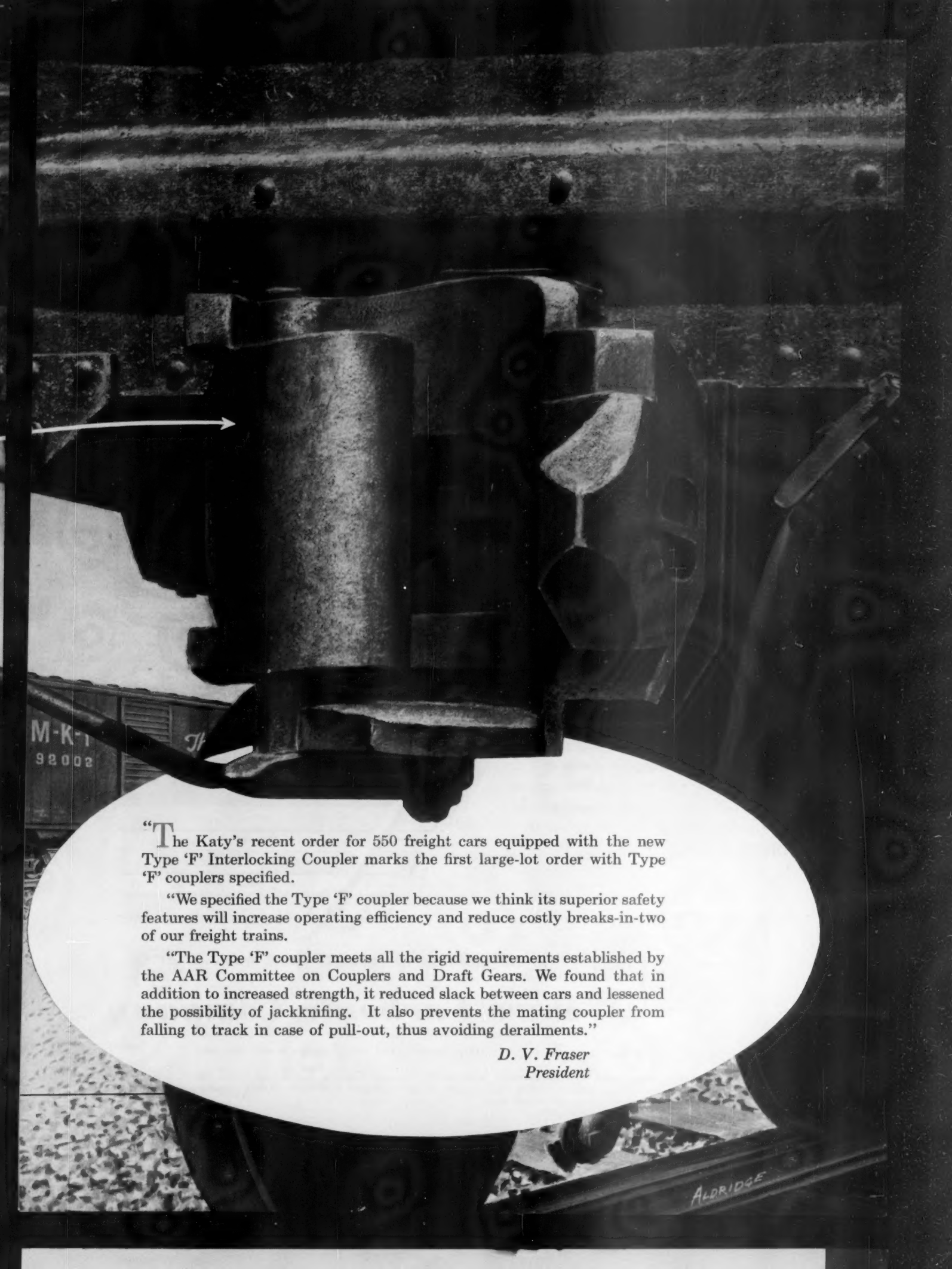
ASF

**TYPE "F"
INTERLOCKING COUPLERS**

AMERICAN STEEL FOUNDRIES

Prudential Plaza, Chicago 1, Illinois

Canadian Sales: International Equipment Co., Ltd., Montreal 1, Quebec



"The Katy's recent order for 550 freight cars equipped with the new Type 'F' Interlocking Coupler marks the first large-lot order with Type 'F' couplers specified.

"We specified the Type 'F' coupler because we think its superior safety features will increase operating efficiency and reduce costly breaks-in-two of our freight trains.

"The Type 'F' coupler meets all the rigid requirements established by the AAR Committee on Couplers and Draft Gears. We found that in addition to increased strength, it reduced slack between cars and lessened the possibility of jackknifing. It also prevents the mating coupler from falling to track in case of pull-out, thus avoiding derailments."

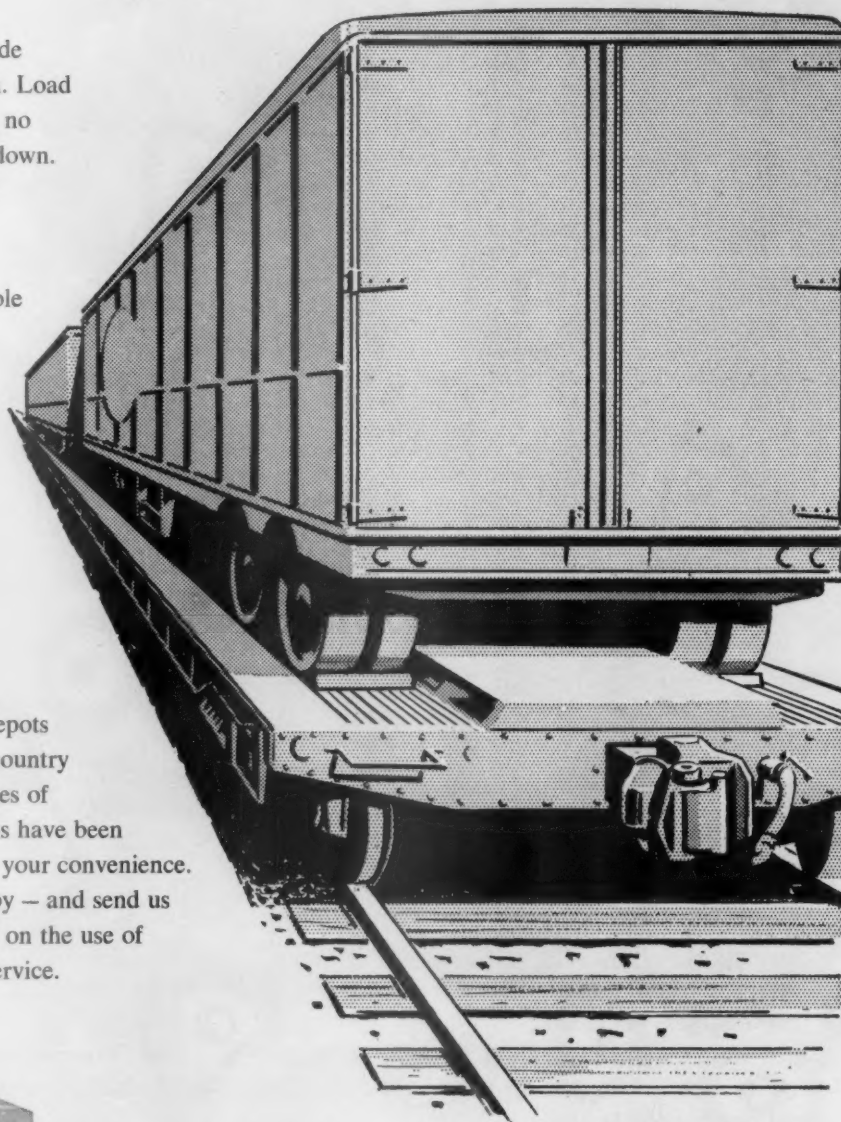
D. V. Fraser
President

Pureco "DRY-ICE" gives you "cold" protection ... saves enroute inspection!

"DRY-ICE" needs no outside power supply or supervision. Load it — and forget it. There are no mechanical parts to break down. It's unaffected by vibration.

Use "DRY-ICE" in both stationary bunkers or portable units. In tests "DRY-ICE" has produced exactly *controlled* temperatures from ten below zero to 60 degrees F. Its reliable cold protects perishables with maximum efficiency, minimum cost per mile.

A network of 100 Pureco depots are located throughout the country to assure you of fast deliveries of "DRY-ICE". These locations have been listed in a handy booklet for your convenience. Write or call us for your copy — and send us any questions you may have on the use of "DRY-ICE" in Piggyback service.



AT THE FRONTIERS OF PROGRESS YOU'LL FIND . . .



Pure Carbonic Company

NATIONWIDE "DRY-ICE" SERVICE-DISTRIBUTING STATIONS IN PRINCIPAL CITIES

GENERAL OFFICES: 60 EAST 42ND STREET, NEW YORK 17, NEW YORK

PURE CARBONIC COMPANY is a division of AIR REDUCTION COMPANY, INCORPORATED • Principal products of other divisions include: AIRCO — industrial gases, welding and cutting equipment and acetylenic chemicals • OHIO — medical gases and hospital equipment • NATIONAL CARBIDE — pipeline acetylene and calcium carbide • COLTON — polyvinyl acetates, alcohols and other synthetic resins.

HIGHLIGHTS FROM ANNUAL REPORTS OF 36 RAILROADS†

Railroad		Operating Revenues	Operating Expenses	Fixed Charges	Net Income	Current Assets*	Current Liabilities*	Long Term Debt*
Akron, Canton & Youngstown.....	1955	\$ 6,000,067	\$ 4,271,478	\$ 168,110	\$ 642,663	\$ 2,652,506	\$ 1,618,649	\$ 4,148,680
	1954	5,093,295	4,060,980	174,577	334,376	2,280,122	1,140,769	4,372,195
Atchison, Topeka & Santa Fe.....	1955	578,034,019	415,379,528	7,805,667	77,564,886	238,043,125	127,743,179	192,939,500
	1954	532,292,358	399,501,804	7,848,253	66,172,950	207,065,799	104,477,393	195,982,500
Baltimore & Ohio.....	1955	432,061,417	350,415,965	16,527,358	23,918,782	118,319,528	88,275,994	491,177,460
	1954	378,088,686	311,502,590	17,858,942	14,528,788	101,002,994	62,316,997	543,125,375
Bangor & Aroostook.....	1955	13,309,640	10,573,685	900,347	1,156,086	4,866,893	2,270,212	27,601,419
	1954	12,236,911	10,090,456	873,818	705,248	4,448,124	1,346,461	25,913,315
Boston & Maine.....	1955	85,906,610	65,729,574	3,206,089	3,322,667	30,906,030	21,263,889	90,492,886
	1954	81,232,991	69,298,126	3,033,138	552,908d	26,541,823	14,087,521	93,547,736
Bessemer & Lake Erie.....	1955	26,651,160	17,998,535	476,107	6,510,293	16,697,327	10,680,113	15,515,631
	1954	20,456,483	17,169,281	523,396	4,215,995	9,911,738	5,881,133	17,193,431
Canadian National.....	1955	683,088,794	629,013,125	33,004,300	10,717,689	197,591,847	97,811,328	1,095,808,713
	1954	640,637,280	626,465,374	32,527,264	28,758,098d	202,342,939	81,058,764	972,969,596
Chesapeake & Ohio.....	1955	380,281,057	328,070,537	12,393,584	57,982,747	139,291,409	90,216,727	355,935,699
	1954	304,517,563	269,344,411	13,087,776	39,909,850	93,085,233	52,827,492	371,703,434
Chicago & Eastern Illinois.....	1955	34,454,906	27,396,632	1,073,180	1,579,846	7,465,949	5,681,434	49,571,696
	1954	32,615,326	26,485,101	1,064,838	2,225,730	7,197,288	5,553,827	38,160,191
Chicago & North Western.....	1955	198,717,784	168,237,614	3,841,655	2,386,239	57,431,453	42,033,370	206,846,239
	1954	188,439,849	166,981,622	3,771,860	4,592,295d	46,833,150	35,150,021	196,781,872
Chicago & Western Indiana.....	1955	\$	\$	2,688,123	278,886d	3,645,303	3,001,339	84,375,426
	1954	\$	\$	2,736,322	140,172d	3,409,584	2,685,188	83,648,690
Chicago, Milwaukee, St. Paul & Pacific.....	1955	245,498,210	204,641,342	4,696,191	9,532,282	88,801,746	50,376,966	277,312,107
	1954	237,744,639	199,410,604	4,592,848	9,904,459	85,661,024	39,178,475	223,817,963
Delaware & Hudson.....	1955	52,883,917	36,923,125	2,122,890	8,854,874	26,433,363	7,214,916	84,694,003
	1954	49,082,792	39,352,459	2,155,534	3,567,848	23,826,907	4,653,851	90,095,871
Delaware, Lackawanna & Western.....	1955	82,690,967	70,785,650	4,613,357	985,528d	20,489,874	13,512,254	150,337,629
	1954	78,614,609	65,032,302	4,751,592	3,801,371	29,857,569	8,469,773	132,509,313
Denver & Rio Grande Western.....	1955	78,392,886	48,508,177	2,104,441	11,788,886	39,671,902	21,796,703	86,400,170
	1954	73,139,062	48,409,142	2,147,158	10,554,569	35,146,328	17,138,910	87,351,690
Erie.....	1955	161,447,842	128,046,722	4,998,195	3,600,642	42,977,270	27,960,913	217,545,073
	1954	152,086,511	124,261,778	5,111,130	3,842,155	35,704,146	20,586,880	195,149,983
Fonda, Johnstown & Gloversville.....	1955	604,497	677,676	5,429	29,745d	296,803	251,727	593,225
	1954	702,944	792,270	7,441	86,807d	298,275	142,754	929,825
Georgia & Florida.....	1955	3,524,280	2,811,788	1,054,146	813,639d	737,656	2,601,858	10,204,022
	1954	3,327,989	2,996,269	1,039,859	1,138,325d	624,715	2,395,512	10,368,298
Gulf, Mobile & Ohio.....	1955	83,758,950	61,175,007	1,722,881	6,853,693	41,762,671	27,818,224	69,169,827
	1954	81,178,887	60,372,864	1,651,059	6,084,754	40,181,823	26,554,110	69,662,304
Illinois Central.....	1955	294,525,300	213,306,758	7,501,759	26,542,044	113,174,104	59,946,604	193,136,000
	1954	275,959,490	209,009,842	8,013,932	22,014,194	91,976,117	54,670,466	188,629,000
Indianapolis Union.....	1955	876,367	3,510,955	175,451	297,785	1,850,104	1,051,898	4,765,000
	1954	743,963	3,473,716	181,022	297,649	1,550,699	981,818	4,999,578
Lehigh & New England.....	1955	7,549,236	5,979,937	205,990	1,952,486	3,493,813	1,600,870	6,771,876
	1954	6,805,340	5,598,399	221,758	829,252	2,982,336	2,145,624	7,419,464
Lehigh Valley.....	1955	68,911,232	55,888,473	2,730,100	5,599,212	18,521,556	9,494,701	81,244,616
	1954	65,594,325	54,383,517	3,099,608	2,638,920	20,539,215	7,990,845	88,669,614
Minneapolis & St. Louis.....	1955	20,940,709	16,433,716	241,936	1,829,331	6,132,844	5,401,445	6,984,884
	1954	20,543,382	16,275,294	272,517	1,646,539	6,108,496	4,994,397	7,755,306
Mississippi Central.....	1955	2,486,154	1,809,598	66,259	213,662	890,932	330,795	1,498,909
	1954	2,408,453	1,851,112	75,001	166,694	874,146	328,255	1,708,270
Monon.....	1955	22,312,880	17,028,779	224,180	1,391,857	6,900,305	4,644,323	19,846,600
	1954	20,791,973	15,954,666	269,717	1,201,075	6,445,659	4,015,940	21,198,700
New York, New Haven & Hartford.....	1955	155,118,869	128,646,004	6,386,986	3,116,437	40,560,567	37,708,288	154,203,400
	1954	149,986,923	121,470,321	6,081,172	8,020,432	36,564,984	30,789,244	143,767,400
Northern Pacific.....	1955	183,033,330	144,019,364	10,110,855	19,143,618	94,769,597	46,759,228	278,367,427
	1954	171,601,843	142,677,265	10,450,579	14,358,045	67,793,239	39,611,327	272,034,101
Pennsylvania System.....	1955	936,098,340	769,900,260	40,794,331	50,208,856	285,290,742	149,972,924	987,468,639
	1954	849,796,028	713,878,410	42,837,542	28,259,519	277,707,354	120,776,802	1,032,920,879
Reading.....	1955	119,622,974	92,371,989	5,532,374	10,896,718	39,910,904	24,001,992	130,270,309
	1954	109,486,020	86,652,552	5,692,014	9,189,566	32,824,041	19,101,982	130,970,284
St. Louis-San Francisco.....	1955	133,400,674	100,981,870	4,369,381	10,770,428	57,357,526	27,679,707	161,548,985
	1954	125,674,636	99,460,959	4,219,069	7,641,074	43,048,678	20,139,706	144,621,928
Seaboard Air Line.....	1955	154,164,995	111,265,102	3,783,103	21,538,121	56,998,589	27,607,060	112,858,000
	1954	149,472,568	109,128,668	3,856,758	20,132,570	56,419,761	25,921,337	114,368,000
Southern Pacific Transportation System.....	1955	666,919,863	529,108,191	21,108,016	51,644,703	202,790,572	107,687,721	656,532,848
	1954	626,214,435	500,811,910	20,812,130	44,354,785	203,730,790	102,826,584	635,515,666
Texas & Pacific.....	1955	81,005,334	57,977,704	2,876,644	9,280,262	35,185,488	14,644,294	67,145,759
	1954	77,801,008	56,966,658	3,022,834	7,238,522	33,887,559	11,864,877	74,301,857
Union Pacific.....	1955	509,362,476	370,526,330	5,795,036	79,227,255	234,319,713	129,779,597	178,443,007
	1954	481,786,451	365,858,879	5,815,409	69,622,665	209,958,910	116,684,350	192,795,977
Wabash.....	1955	118,564,821	86,948,069	2,513,004	15,517,714	38,315,593	17,553,069	92,596,915
	1954	109,921,583	84,502,470	2,584,300	9,566,984	30,737,181	19,007,996	94,880,039

† To be supplemented as annual reports of other roads are received.

* On December 31.

d Deficit.

‡ Absorbed by joint facility account.

Ads Work

...in the "Workbook of the Railways"

Imagine you are a Railway Supplier examining for the first time the railway industry's great marketplace, the Railway Age. Here news, ideas, experience are exchanged. Here the process is variously started and stimulated whereby money is exchanged for railway equipment, goods and services. You find this is a great place to trade. And you find these tremendous differences in Railway Age.

1. RAILWAY AGE is first with vital industry news.

In 1955, more than 90% of the major articles in Railway Age were either "firsts" or "exclusives".

2. RAILWAY AGE carries more working information.

A count shows that Railway Age carried more than twice as many pages of working information as the No. 2 magazine, a giveaway. Railway executives wouldn't buy Railway Age if they could get the same thing for nothing, but apparently they can't get the same thing for nothing, or anything like it.

3. RAILWAY AGE carries most buying information.

One of the big jobs is to know what's what in equipment and services — and you find more than a quarter more advertising pages in Railway Age.

4. RAILWAY AGE readers have elected to read.

Railway Age is read by real flesh and blood, honest-to-goodness readers who sign renewals and write checks — readers to whom Railway Age is essential — "The Workbook of the Railways". And, surprisingly enough, not only is Railway Age the *only* industry-wide magazine with a paid and audited circulation — but by contrast, the circulation of the number two magazine in the field, a giveaway, is not even *verified*.

No wonder the Workbook of the Railways is the Workbook of the Railway Suppliers, too. SIMMONS-BOARDMAN PUBLISHING CORP., 30 Church St., New York 7, N. Y.

RAILWAY AGE | Workbook of the Railways



GOOD NEWS *for* SHIPPERS

get more friends

and growing cars.

AUTOMOTIVE PARTS



shipped by
General Motors in Waugh Cushion
Underframe Cars, arrive with a
minimum of damage

Waugh
Cushion Underframe

Leading
Oil Companies
shipping
LUBRICATING
OIL...



in Waugh Cushion Underframe
cars, enthusiastically endorse
this modern car cushioning
and shock-proofing device

Waugh
Cushion Underframe

4,256 Cushion Underframe

equipped cars of WAUGH design
now in revenue service, under
construction, or on order

In the
shipment of

Beer

and LIQUORS...

brewers and distillers have found
that Waugh Cushion Underframe
cars provide extraordinary lading
protection.

Waugh
Cushion Underframe

Manufacturers
of
LINOLEUM
and
FLOOR TILE

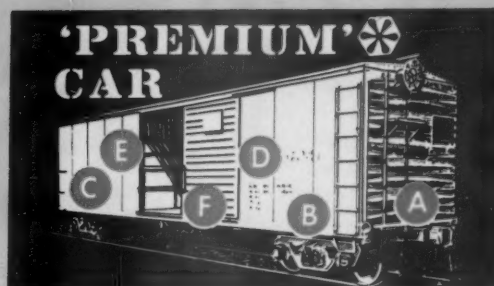


shipping regularly in Waugh Cushion Under-
frame cars, are most pleased with the gra-
tifying reduction in lading damage

Waugh
Cushion Underframe

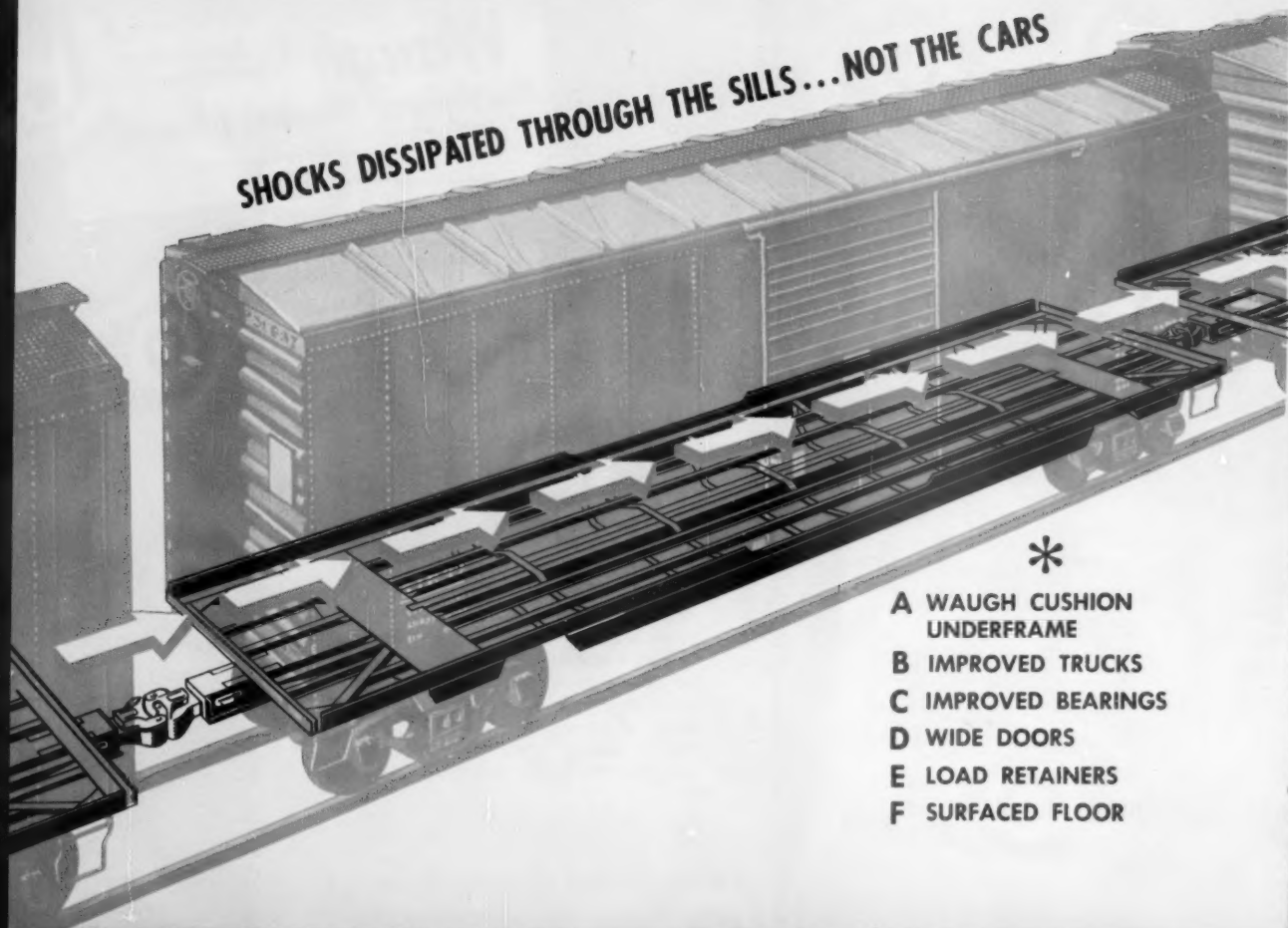
SHOCK PROOFING

with *Waugh*



Cushion Underframes
to protect lading and equipment!

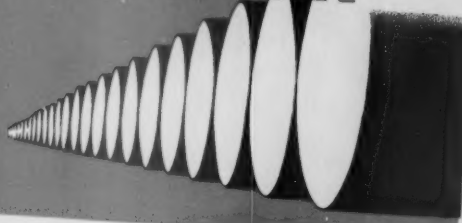
SHOCKS DISSIPATED THROUGH THE SILLS...NOT THE CARS



- A WAUGH CUSHION UNDERFRAME
- B IMPROVED TRUCKS
- C IMPROVED BEARINGS
- D WIDE DOORS
- E LOAD RETAINERS
- F SURFACED FLOOR

To ship

NEWSPRINT



Newsprint from Northern paper mills is being shipped regularly in Waugh Cushion Underframe cars, with practically no lading damage. Shippers give unstinted praise for lading —

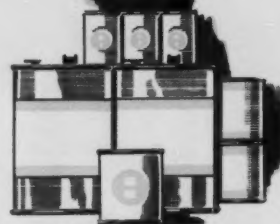
More than 100,000 Waugh (and their Duryea prototype) Cushion Underframe cars are now in service. For car and lading protection, for more satisfied customers, equip new cars with ...

guarding Cushion Underframe cars. Railroads, too, find that the extra protection reduces car repairs and increases car availability and revenue mileage.

Waugh
Cushion Underframe

To shock proof shipments of

Canned Goods



The Chicago, Burlington & Quincy Railroad has ordered 100 cars equipped with ...

Waugh
Cushion Underframe

'PREMIUM' signifies premium performance and savings in both maintenance and lading damage costs. Today no progressive railroad can afford not to supply shippers with 'premium' cars. It is the car that wins shippers good-will, puts premium traffic back on the rails and enables railroads to earn more per ton mile.

The 'premium' car is the standard car of tomorrow proven and available now.

To ship

AMMUNITION



The
UNITED STATES
NAVY uses

880 cars shock proofed

with **Waugh**
Cushion Underframe

'PREMIUM' CARS ASSURE:

SAFE HIGH SPEED. No pull-out or run-in shocks means fast, safe freight movement without car damage or lading damage and fewer hot-boxes.

LADING PROTECTION. Minimum of longitudinal and vertical shocks to car structure and lading in fast classification and high speed operation.

SHIPPER GOOD WILL. Fast ship-

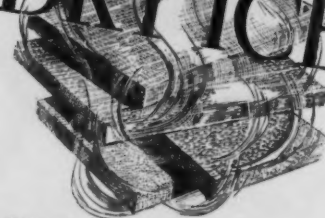
ment of merchandise and safe arrival will bring premium traffic back to the rails.

DURABILITY. Protected against excessive shocks, cars require far less repair and remain serviceable years longer.

AVAILABILITY. Fewer cars on rip tracks mean more cars available when and where wanted ... and more cars earning.

To ship

DRY ICE



Olin Mathieson Chemical Company leases from Fruit Growers Express Company 20 cars shock proofed with Waugh High Capacity Cushion Underframes, and has on order 25 more Waugh equipped cars.

Waugh
Cushion Underframe HIGH CAPACITY

'PREMIUM' cars. Waugh Cushion Underframe equipped, assure extraordinary and proven protection for lading. Waugh equipped cars roll safely at high speed. Waugh High-Capacity Cushion Underframe cushions the pull-outs, run-ins and classification yard impacts.

To move

Groceries



...in m

Shippers of
Food Products

FOR SHOCK PROOFED
PROTECTION
EQUIP WITH

Waugh
Cushion Underframe

M
WAU

Groceries



in mixed car loads

Shippers of Assorted Packaged Products find that the Waugh Cushion Underframe car is tops in shock proofing lading. Reduction in lading damage makes an impressive record.

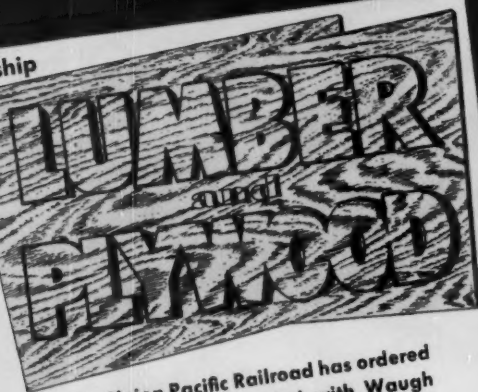
PROOFED
CTION
WITH

Waugh
Cushion Underframe

More than 100,000

WAUGH (and their Duryea prototype)
cushion Underframe cars
now in service

ship



The Union Pacific Railroad has ordered 500 cars shock proofed with Waugh Cushion Underframe and 200 additional Waugh equipped cars for shipment of all types of fragile lading.

Only Cushion Underframe that eliminates free-slack, the Waugh High Capacity Cushion Underframe protects cars and lading at impact speeds far above the closing speed of conventional draft gears. Studies indicate that this cushioning device will cut lading damage cost and car repair costs by half.

Waugh
Cushion Underframe

Bananas



The record of Cushion Underframe cars in banana shipments shows much less lading damage than for cars equipped with any other type of cushioning device.

For car and lading protection Shock Proof with

Waugh
Cushion Underframe

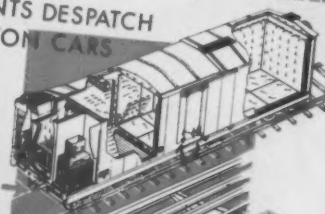
'Premium' shock proofing of mechanical refrigerator cars protects lading and refrigeration equipment.

MECHANICAL 'REEFERS'

MERCHANTS DESPATCH
NEW 70-TON CARS



Under Construction at
Pacific Car & Foundry Co.



SHOCK
PROOFED

WITH

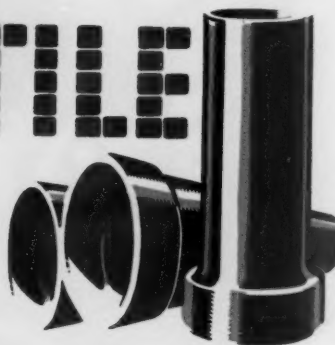
Waugh
Cushion Underframe

WAUGH EQUIPMENT COMPANY New York, Chicago, St. Louis.
Canadian Waugh Equipment Company, Ltd., Montreal

Protects
Shippers' Lading
Valuable R. R.
Equipment

To ship

TILE



Waugh Cushion Underframe equipment has set an amazing record of lading damage reduction in the regular shipment of tile — normally very high damage-claim freight. On the basis of experience to date, the saving in lading damage claims would pay for the car in less than 3 years.

Waugh
Cushion Underframe

Waugh **SINGLE SPRING** **CUSHION UNDERFRAME**

1 Single spring, located between couplers and body bolsters. Minimum cushioning capacity 36,000 ft. lbs.

Waugh **DOUBLE SPRING** **CUSHION UNDERFRAME**

2 Double spring located between couplers and body bolsters. With cars of standard overhang, capacity is 65,000 ft. lbs. With cars having less than standard overhang, capacity is 54,000 ft. lbs. This is due to space limitation necessitating shorter springs.

Waugh **HIGH CAPACITY** **CUSHION UNDERFRAME**

3 This is the new Waugh High-Capacity Cushion Underframe designed to meet modern demands for extraordinary cushioning protection. It is comprised of six rubber cushions located between couplers and bolsters, supplemented by twin springs between the bolsters and the first cross bearers. Capacity is 90,000 ft. lbs. at 500,000 lbs. sill reaction.

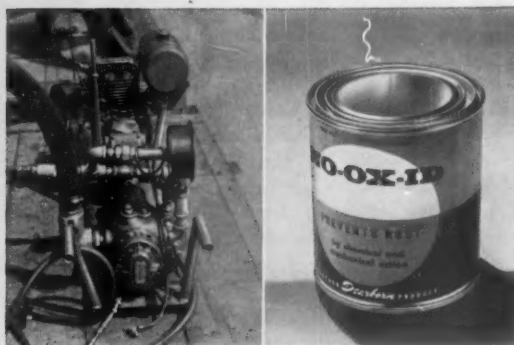


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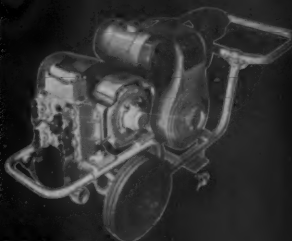
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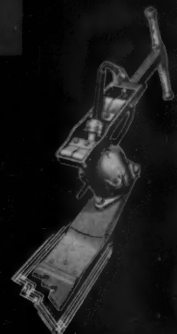
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The Swedes Have Truck Trouble Too

The railways of Sweden are having difficulties with competing agencies of transportation—the identical difficulties which are being encountered by railways in North America and practically everywhere else in the world.

Analysis of, and suggested remedies for, these difficulties—by Swedes, Frenchmen, Cubans or nationals of any other country—are just as applicable and useful on this continent as analysis of our own local competitive conditions. Because everywhere the problem is the same in kind, differing only in degree; and economics is not one set of laws for North America and a different set for Europe or for Australia or Latin America.

"Pick and Choose" Rivals

In Sweden,* the State Railways are not earning enough income to cover their full costs (operating expenses, maintenance and renewals). The reason is "the ever increasing competition from motor transport," plus the fact that the railways are handicapped by the obligation to serve *all* traffic; and are not permitted to depart from published rates in meeting competition where they find it.

The inequality of the rules applying to the railways—in comparison with those applying to motor transport—has resulted in the movement of much traffic by highway that could be hauled more economically by rail, and vice versa. The present division of traffic in Sweden "from the point of view of the national economy is very anti-economic." And the same statement could be made of almost any other country, with equal truth.

The railways are required to continue in operation some lines of very light traffic, with consequently high operating costs. At the same time, they must charge the same rates on lines which are expensive to operate as they do routes of low operating costs—thus making for relatively high average rates, which helps the competitors on those routes where railway costs are below those of motor transport. The result is (from a standpoint of economic division of traffic) that railway rates are "too high in the case of lines with heavy traffic and too low in the case of lines of very low traffic."

The railways, moreover, assume the obligation to provide stand-by capacity to handle seasonal peaks of traffic; and they must be equipped also to contribute to the demands of

national defense—a responsibility not assumed by their highway competitors.

The able Swedish railway economist who has reported on this situation concludes that the railways should not charge uniform rates on all lines, but should have some variation in rates to correspond with operating costs. Such a policy, he points out, would be helpful in obtaining "a proper distribution of the traffic between rail and road, so that the traffic is carried by that method of transport or that combination of methods which will be the cheapest for the community as a whole." Furthermore, in his opinion—

If, "for social reasons or reasons of national defense," it is desirable to give some routes better service than patrons are willing to pay for, "then it would appear that the resulting deficit should be made good by special allocations from the general state budget." This is another way of saying that—if some services or communities are going to be subsidized—then the government, and not the railways' patrons providing the railways with profitable traffic, should put up the money for the subsidy.

As reports come in from one country after another, it is evident that all of them have the same kind of serious transportation problem that we have here on the North American continent, viz., that of encouraging traffic to flow in channels of lowest actual cost. More specifically, from the standpoint of the railways, the worldwide problem that confronts practically all of them is this: What can or should we do in the way of rate policy and practice to attract the traffic that we can handle at maximum economy, and to get rid of those tasks that other agencies of transport can handle more economically than we can?

Answers from Other Countries

In England and France that question has been answered—at least as far as law and regulation are concerned—by giving the railways a great deal of freedom in their pricing practices. As yet, however, it does not appear that the railway administrations in either country have taken full advantage of this freedom—but that may come about as a gradual development. Meantime, what other solution is there? A lot more brain-power needs to be invested in this issue than any country has yet seen fit to put into it.

Here is certainly one place where experience and study in countries other than our own should be closely followed—because it is just as likely that a workable answer will be found in Britain, or Sweden, or Latin America, as in North America. This continent is predominant in its possession of transportation facilities—but it has no monopoly in the mastery of transportation economics. Indeed, some countries with less wealth to throw away in unnecessary duplication of transportation facilities may be impelled to seek and discover a solution before economic necessity forces us to do so here.

*As reported in the March 1956 issue of the Bulletin of the International Railway Congress Association, by Arne Sjöberg, chief director of finance and economics of the Swedish State Railways.



↑**OLD** freighthouse dates back to DT&I's "childhood."

↑**NEW** building features special architectural treatment of the main entrance, adding to its general attractiveness.

Freighthouse Goes Functional

Prefabricated, aluminized steel building, with special architectural features to enhance its attractiveness, replaces obsolete frame structure on the DT&I

Railroad freighthouses are not always built with attractiveness as a primary consideration. On the Detroit, Toledo & Ironton, however, this factor is rated equally with the utilitarian requirements of such facilities. And in a structure recently built at Washington Court House, Ohio, the road has shown that attractiveness can be had without sacrificing economy.

Old Facility Was Obsolete

Washington Court House is one of the more important interchange points on the DT&I. Facilities for handling freight were housed in a frame building dating from the early days of the railroad. Because the building was obsolete and in need of heavy repairs the road gave consideration to the possibility of replacing it with a modern structure. It was decided that a new building should combine a pleasing exterior with pleasant and efficient office space,

along with adequate warehouse and ample tailgate facilities, and at the same time should be economical to build.

A structure of this type, it was reasoned, would serve the triple function of improving both public and employee relations while increasing the efficiency of operation. The answer was found in the use of an aluminized Armco Steelox building incorporating special features, outside and inside, to give it the pleasing appearance that was desired.

The building is 24 ft wide and 88 ft deep. Inside there is a 24-ft by 24-ft main office and a 40-ft by 24-ft freight room. The floor of the latter is at car-floor height and 4 ft above the office floor. The office portion includes a general office, a private office for the agent, a room containing radio and communication equipment and facilities for trainmen, a toilet and wash room and a utility room containing files and the heating equipment.

A paved driveway provides access to a trucking and parking area. Behind and abutting the building is an "L" shaped concrete dock with a timber ramp down to the ground level. A stub house track provides tail room for spotting two cars, one at the freight room and one at the dock.

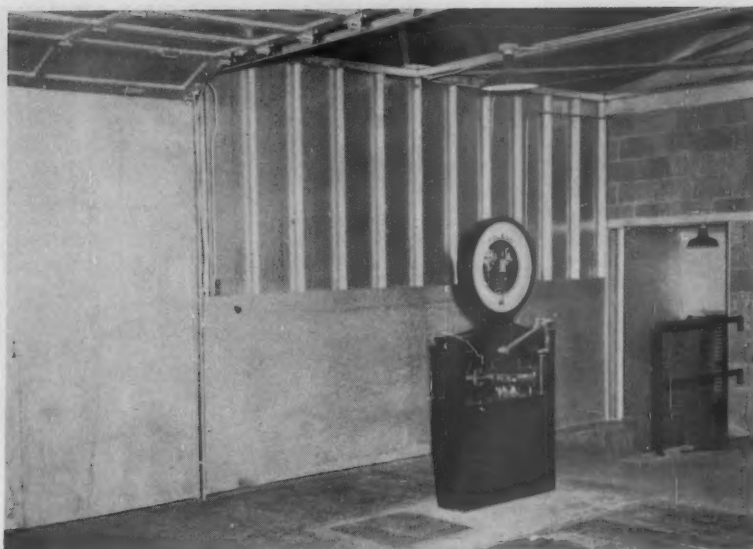
An Attractive Entrance

Special attention was given the design of the main entrance. The glass door combines with side lights and a fixed transom to give a large glazed area that affords a clear view of the attractive interior. All this glass is mounted in a single welded-aluminum frame composed of sections of extruded aluminum. On either side of the door is a Bayley projected-sash window in an aluminum frame. These windows are the same as the 11 windows on the sides of the building. A Herwig outdoor lantern of cast aluminum with satin

Easier to
look at



Easier to
maintain



FREIGHT ROOM interior shows details of Steelex construction. Stairway at right leads to office section.

finish is mounted on each side of the doorway. Immediately above the entrance door the name of the station is spelled out in red porcelain-enamelled letters mounted 2½ in. from the wall. The road's herald is placed above the station name.

The freight station is constructed without a basement and is set directly on reinforced-concrete foundation walls which extend 4 ft below the grade of the office floor. The enclosed space between the natural grade and the freight-room floor has been filled with sand.

Floors are 6-in. reinforced concrete poured directly on a vapor bar-

rier of insulating paper. Ducts for the perimeter heating system and conduits for electrical and telephone lines are incorporated in the concrete floor slab.

Knotty-Pine Office Walls

The sidewall panels are 16 in. wide and are placed vertically. The roof panels, fascia and ridge caps are also of Armco aluminized steel. The partition between the freight room and the office section of the building is of 8-in. concrete blocks.

The walls in the general office are finished with Idaho No. 1 white-

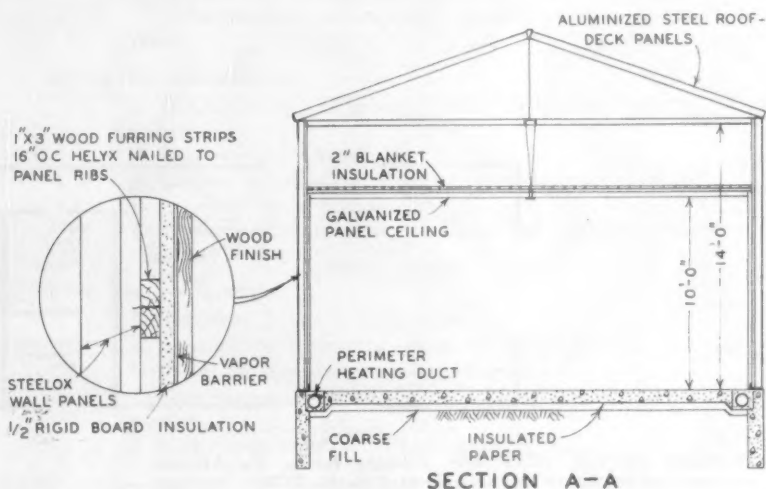
pine panels in natural finish. In the other rooms of the office section the interior walls are of plaster on metal lath and are painted. The ceilings in the office section are galvanized steel panels, faced in the offices with acoustical tile glued to the underside of the panels, and are suspended 4 ft below the eave line. They are insulated with a 2-in. rock-wool blanket placed on top of the panels.

The concrete floors are covered with asphalt tile. The floor and walls of the toilet room are covered with ceramic tile which extends 54 in. above the floor level. All offices have fluorescent lights mounted directly

Easier to
heat



CROSS-SECTION through office shows how prefabricated design was adapted to the functional and climatic requirements of the location.





MAIN ENTRANCE to the general office of the new freighthouse as it looked on opening day. Note wedge-shaped counter facing door.

FREIGHTHOUSE GOES FUNCTIONAL...

on the ceilings. Venetian blinds have been supplied on all windows, in colors matching the interior walls.

The side walls of the building were insulated by nailing 1-in. by 3-in. horizontal furring strips on the building panel ribs, to which 1/2-in. Celotex rigid insulation board was attached. A Sisalcraft "Sisalation" vapor barrier was placed over this board, and in the case of the general office the wood paneling was applied directly over the vapor barrier. In the private office and the radio and

communications room, interior plaster was applied to rigid-board insulating lath placed on top of the vapor barrier.

Features of Freight Room

The freight room is finished with 5/8-in. plywood paneling to a height of 4 ft 6 in. above the floor. Above this the inner sides of the Steelex building panels are exposed. This room has been supplied with three overhead doors, one in each of the

exterior sides of the room. The freight room is equipped with a platform scale with a direct reading dial.

Heating System

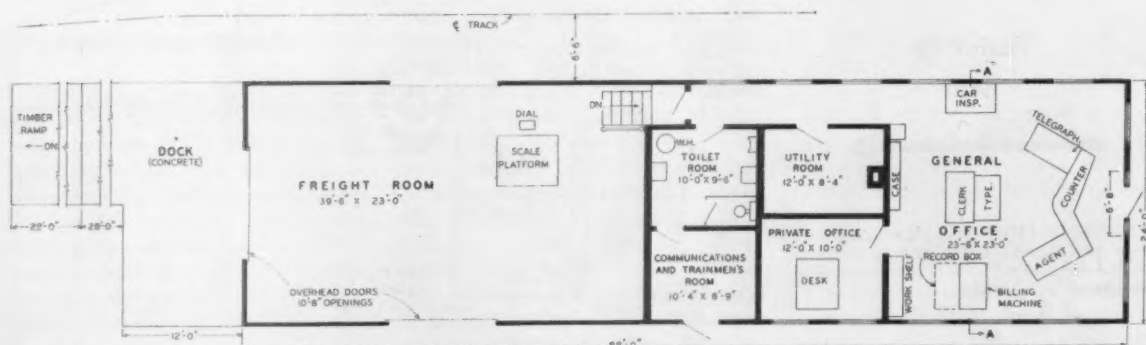
The building is heated by a forced warm-air heating system of the perimeter type. Heat for this system is supplied from a gas-fired counter-flow furnace located in the utility room.

The warm air is delivered through floor grills cut into an 8-in. round duct, located under the floor, which completely circles the perimeter of the office section of the building.

Washington Court House is one of eight wayside radio stations on the DT&I, which can be remotely controlled by the dispatcher or locally controlled. The radio transmitter, receiver, power supply and control equipment are rack-mounted in the trainmen's room. A local control unit and handset are on the agent's desk.

A self-supporting 100-ft steel tower, topped by a 15-ft antenna, is located behind the station building.

The new facility cost \$41,892 complete, exclusive of track work and the radio tower. Sever-Williams Company, Washington Court House, was the general contractor. Building plans and specifications were prepared for the railroad by L. R. Marttila, assistant engineer, under the direction of J. S. Hancock, bridge and building engineer, and C. L. Towle, chief engineer. Mr. Marttila was also the engineer in charge of construction. The Steelex building was furnished by Armco Drainage & Metal Products, Inc., Middletown, Ohio.



MODERN OFFICE FEATURES suitable for a freighthouse operation of moderate size are provided in this DT&I structure.

How to Run a Conference

By **GEORGE N. DAFFERN**

Research Assistant, Personnel Department
Canadian National

There are conferences and conferences. There are conferences that get things done; there are conferences that get things tangled; there are conferences that get people tangled. There are conferences that leave big impressions — unfortunately, sometimes only on the seat of the pants; there are conferences that leave little if any impression, etc.

Conferences are a problem in this world of ours. Some business people say let's do without them. Others add we'd do better without them. Some go so far as to define a conference as "a group of persons who haven't the ability to do anything individually, meeting together to decide nothing can be done."

Actually, conferences are indispensable. While much of the criticism leveled against them is well founded, conferences do serve a useful purpose and will continue to do so.

Folks have been conferring with each other ever since their ancestors found that a grunt or a gesture communicated something to somebody else (incidentally, these primordial methods still are used in the modern conference) and they must continue to do so. A recent study made by a U.S. university found that top level business executives spent one quarter of their working time in conferences. These executives, although complaining that conferences wasted time, admitted that they were necessary.

And their statement about the wasted time wasn't quite the true reflection either. The university people dug a bit deeper and came up with the point that there wasn't as much wasted time as was first thought. Many useful by-products came from the conference which

hadn't been taken into account by the executives.

Conferences, to avoid wasting people's time, need careful handling. This article is written in the interest of careful handling.

Let's agree that conferences in the railroad business are necessary. Managing a railroad never was a one man job. The problems to be solved in modern railroading often are beyond the capacity of one officer, one section or one department. Operations, motive power, engineering, accounting, financial, communications, real estate, etc., bring to bear on problems so many different opinions that it's essential that the persons reflecting these opinions get together before action is taken.

Conferences for our present purpose are the instructional, informative, problem-solving type, and not the meeting or convention that revolves around location, "special" at-

tractions, entertainment, and so on. Assume, then, that you are en route to a 10 a.m. meeting in the boss's office. Better still, assume you are the boss who has called the meeting, for your contribution will be that much greater. You then will have been in at the conference's birth and you will have to be in at its death.

Conferences usually serve one of three purposes:

1. To develop from the group the best ideas, plans, procedures, standards.
2. To instruct and drill each member of the group for acceptance and skill in using standard practices already approved.
3. To influence attitudes beneficial to the organization and mold character by broadening the group's understanding.

Unfortunately some conferences are not so conceived.

Some conferences get going

LEADS TO EFFECTIVE CONFERENCES

Before the conference:

1. Have a good reason for meeting.
2. Plan what information to give, and how best given.
3. Prepare key questions, problems or thought-starters.
4. Make necessary arrangements—people, room, materials, time.

During the conference:

1. Open meeting, put group at ease, explain why meeting is called.
2. Give necessary facts.
3. Use key questions, problems or thought-starters to guide discussion. Stick to purpose.
4. Summarize; state what has been accomplished. Plan necessary action.

After the conference:

1. See room is left in good order.
2. If necessary, summarize results for your supervisor.
3. Carry out any necessary commitments.
4. Keep group informed on any action resulting from meeting.
5. Note things which could have been better.

HOW TO RUN A CONFERENCE

because somebody wants to save himself the trouble or responsibility of doing the job he should do himself; because somebody wants to impress people; or because somebody just likes conferences. Inherent in proper conference management, then, is the real and legitimate need for a conference.

Conferences are primarily for discussing or conversing, and although they do sometimes serve other purposes ("I'd better show my face, R.B., but I'm not getting into the discussion"), a conference is what the participants make it. That brings us to the benefits. For conferees to make the most of their conferences they should be aware of the benefits.

Here are the main benefits to be obtained from worth while conferences. Of course, these benefits are the direct descendants of the purposes for conferences mentioned.

1. Aid in discovering problems.
2. Aid in solving problems.
3. Aid in obtaining increased acceptance of decisions made.
4. Aid in improving the ability of the people who attend.

Making Conferences Useful

These benefits add up to a pretty useful contribution to an organization. Let's consider each in turn.

1. Locating hot boxes is essential in keeping the railroad running well. One of management's chief responsibilities is to locate the tensions, the frictions, the necessary replacements, and the other handicaps to the smooth running of the organization. Many shrewd railroaders use the

conference to help them locate these organizational "hot boxes."

2. Solving problems has been essential to progress—and a popular pastime—ever since Euclid's day. And conferences of railroaders with their different experience and different viewpoints often come up with surprisingly sound solutions. Perhaps not so surprising though when, as often happens, over 200 years of railroad experience is gathered around the table.

3. Decisions made at a conference, or referred to a conference, usually result in increased acceptance of those decisions. If the fellows around the table have helped to make a decision, then it's a case of "this is my baby"—and who doesn't help his own baby along? If the decision was made elsewhere, then it's a case of explaining and briefing—and a successful counsel makes sure that he and his client are properly briefed for joint action.

4. In the give and take of group discussion people's wits get sharpened, self-confidence is generated ("R.B. I like the way young Clark stuck to his guns this morning"). Also, most members leave the good conference with something more than they arrived with ("I'm glad we had that session this morning, R.B., it helped me a bit with the Canso problem")—generally increased ability.

Now let's take a closer look at the conference members themselves, for the more they are understood the better the conference. Conference members always will be a very mixed group. Actually they are no more mixed than any other group of people; they only seem more mixed be-

cause of the various interests they have to watch in conference.

The Chairman's Jobs

The chairman may or may not have been the father of the meeting. His job is to start the conference, guide it properly, and stop it at the end of its business. That sounds fairly easy. Actually it can be, provided the chairman knows (1) the purpose of the conference; (2) certain skills and techniques of handling conferences; and (3) the members sufficiently well.

Let's take up in more detail these requirements for a good chairman:

The purpose of the conference. It's a serious handicap if a chairman hasn't briefed himself, at least on certain essentials, before he calls the conference to order ("Now, boys, I'm your chairman this morning but someone will have to tell me what the meeting's all about"). A chairman *should* know the purpose of the conference; how the objective most likely will be achieved; and approximately how long it will take.

Skills and techniques of chairmanship. The chairman should know how to get the group relaxed and ready to participate. Some people just can't help being tense before a conference starts and tenseness is a serious handicap to speaking and thinking. The chairman who puts himself and the group at ease quickly is much appreciated.

Then the chairman should know how to get the group interested in the purposes of the conference. Before we can hope for action, say all the guides to successful advertising, we must arouse the consumer's interest. The same goes for conferences. The members must be interested in the purpose of the conference before they can give and take.

The golden rule for a chairman to get the group interested in the purpose of the conference is to demonstrate his own interest in it. If a chairman isn't interested he shouldn't be chairman.

Next he should know how to get the members to participate. A conference with no discussion, no agreement or disagreement, is almost bound to be a waste of time. If all that is wanted is a statement by the boss, then a memo will suffice. A chairman must invoke group par-

10 DON'T'S FOR CONFERENCE LEADERS

1. Don't twist a member's statement so that he can't recognize it.
2. Don't tell a member he is entirely wrong.
3. Don't cover ground so fast that members can't keep up.
4. Don't ridicule.
5. Don't lecture.
6. Don't talk too much.
7. Don't answer all the questions and suggest all the solutions.
8. Don't let anyone dominate the discussion.
9. Don't let the group waste time guessing about matters of fact.
10. Don't run overtime.

ticipation or write off the conference—and himself—as failures. Groups—all groups—are composed of different individuals. A chairman has to learn how to use different encouragements for different people. More on this later.

Then the chairman has to be able to keep the group on the right track, generally. Many a conference is summed up this way: "Waste of time. I thought the boss called us together to talk over the so-and-so project, but everybody seemed to pick his own subject. We got nowhere." It is the chairman's job to know when irrelevancies are gaining control; when threads are being lost. He's the one to stop the drift, and if he has a fair idea of what's gone before and what is yet to come, he can do it.

As every railroader knows, things happen sometimes to cause necessary sidetracking; not only because it's the only route left open to the destination, but because of additional services to be rendered. So with conferences. Occasionally digressions are necessary. Occasionally, a new idea or a new subject is interjected into the discussion which has to be seized upon or lost. The keen chairman usually will distinguish between creation and recreation.

The chairman also should know how to keep the group free from boredom and other inhibiting emotions. Boredom, sense of hopeless confusion, etc., will kill communication more effectively than the chairman's gavel. The gavel may not stop the brain working, even though it stops the tongue wagging; boredom does. Once again the chairman who is himself keen enough and interested enough in the purpose of the meeting will sense a bored member or members. To stop the rot, he'll usually need a new slant, or a new talker, or a quickening towards the finish of the meeting.

A chairman also should know how to sum up the business done at necessary intervals. Such summing up helps to keep members on the right track; it encourages more logical thinking; it's a good fillip when ideas and conversation flag. Of course, summing up is best done unobtrusively. People resent a chairman who thinks and acts as if he is a shepherd bringing along the sheep.

A chairman also should know how to reach conclusions and plan future



Yuh gotta work with all kinds.

action. The business of a meeting of railroaders, to be justified, has got to be translated somehow, sometime, into service to the public. The chairman's job is to ensure that this is so. To turn the words of conferences into railroad service is no mean feat, but a good start can be made by drawing conclusions in order to take the necessary action.

One other skill the chairman should possess, to make the life of the conference worth living, is to know when to end it. Once the business is dealt with, conferences should be terminated.

The chairman should be as concerned with stopping a meeting as he is with starting it.

Conference Members

People. Now for the others around the table whom the chairman will need to know to be effective. When a group works together on a common problem, there's a lot of interaction going on among the members, and it's mainly up to the chairman to ensure that these interactions are a help.

Many a chairman finds himself in charge of as many diverse individuals as Snow White had to cope with, and he should know how to handle them. "Bashful" will need extra encouragement ("Now John, we haven't heard your view about this. What do you think?"). "Happy" mustn't be allowed to be too happy

or the meeting will become entertainment only ("Very interesting, Bill, but I think we'd better push along to the next point"). "Grumpy" must be encouraged to see that there is a bright side to the darkest problem ("Jim, do you really think it's that bad; can't we salvage something out of it?"). "Know-it-all" must be made to learn that he doesn't ("Boys, do you think that Joe's point is correct?"). "Know-nothing" must be encouraged to talk on something he does know well ("Now Jack, you've had a lot of useful experience in this work"). "Awkward" must learn by stubbing his toes; "Verbose" must be ignored a few times; and so on.

Of course, all the fellows who attend conferences aren't "difficult" types. There are some who are real strengths to a conference right from the chairman's opening remarks. There is the "initiator," the boy who is always thinking of something new and goading others to think as well; there is the "conciliator," who has the happy knack of pouring oil on troubled waters; there is the "switcher," who is always pulling the group back on the track; and there are others. The shrewd chairman will recognize these aides as quickly as possible and let them go to work.

All in all, the chairman will be faced, as we said before, with a mixed group. That's good. Variety is the very spice of life, and a keen

chairman not only can put to use the varied strengths of each member around the table, but in doing so he can use the spice that makes a conference a lively and enjoyable affair.

One or two other points could be termed "Further aids to chairmen." There is the "question" aid. Kipling's jingle, "Serving Men," constitutes excellent "question" aid advice to conference chairmen:

"I keep six honest serving men,
(They taught me all I know);
Their names are What and Why
and When, and How and Where
and Who."

These six questions can be relied upon to provoke thinking among any group. "What do you feel about that suggestion, Jack?" "Why do

you suggest that, Bill?" "When should we install the project?" "How should we set about it?" "Where do we go from here then?" "Who'd like to comment on that point?"

Conference leaders who are intent on practising well the art of questioning should study such things as the use of questions, and the type of questions. Meanwhile, a chairman won't go far wrong if he asks a question of the group rather than state his own viewpoint.

Then there are "visual" aids and "oral" aids. People like to watch action—pictorially. The oral aid industry, exemplified by the tape recorder, is also largely a reflection of its popular use and usefulness.

THE QUESTION MASTER

Questions can be useful at conferences, for example:

1. To open discussion.
2. To stimulate interest.
3. To provoke thinking.
4. To get data.
5. To get participation.
6. To determine knowledge and understanding of subject.
7. To arrive at decisions.
8. To change trend of discussion.
9. To limit or terminate discussion.

Finally, for the chairman who wants to go on becoming more and more skillful there are many valuable books on the subject in the public libraries.

Railroading | After Hours

Two Tough Railroad Jobs

What assignments around a railroad are there which are any harder than those of the safety and freight claim departments? Both departments have to teach precaution and foresight—and such instruction is unavoidably repetitive, hence not invoking easy interest.

I recently attended a meeting in New York of the Metropolitan Superintendents Association, acting as hosts to the AAR Safety Section, where there was a speaker who passed along some useful ideas for getting attention to safety instruction.

He told about a factory with a lot of women employees. Safe practice called for goggles, but the girls grew careless and seldom had them on. One day the foreman walked up to one of these employees—

"Honey," he said, "you have such beautiful blue eyes, I thought it would be a shame for you to be shy one of them, so I brought you a spare." As he said this, he rolled a glass eye across the girl's work table.

The girl shuddered—but she put on her goggles, and so did all her fellow-workers. And the lesson was effective in that department for a

by
James G.
Lyne



Editor
Railway
Age

long time. Certainly the urge to preserve eyesight was imparted much more effectively by this dramatic act than it could have been by hours of scolding, or preaching of safety principles.

Accident Reports

There are legitimate objections to the publication of detailed reports of train accidents. Nevertheless, these accident reports—which tell exactly what happened and why in specific cases—have all the inherent interest of a mystery story. I have often wondered, since the reports are being published anyhow, why wider use is not made of them as an educational device.

What these reports offer, in fact, is specimens of the kind used in the highly successful "case method" of education. As most people know, the case method is the usual means of education used in law schools. The students are not required to learn by

rote a lot of abstract legal principles. Instead, they study hundreds of actual court cases—what happened, the conflicting claims of the contending parties, and what the court's decision was and why.

The proponents of the case method believe the students are more thoroughly grounded in the law (and with less effort) by this method than by studying only abstract principles and theories.

The case method is now being widely used in schools of business administration to provide instruction in management problems—those of railroads as well as other businesses. I have even heard of a theological seminary which was planning to use this method in educating clergymen.

It takes a lot of work to "collect cases," and put them into a form usable for educational purposes—but any method of instruction that works is usually more economical, though expensive, than a less expensive method which doesn't get results. Railroad operation provides a gold mine of "cases"—which, properly presented, would provide ideal educational material for all varieties of railroad work.

Says AAR Vice-President Seder . . .



AT THE ROSTRUM, A. R. Seder, vice-president, AAR. Others on the platform, left to right: R. E. Hoyne,

RSPA'S new executive director; G. B. Dutton, DT&J; W. N. Norris, GN; N. A. Sorensen, SP, RSPA president.

"One-Shot" Paperwork Means Reduced Costs, Better Control

Integration in information handling is the basis of a "one-shot" process under which the informational needs of several departments may be supplied from details taken from one document. Thus management control purposes will be served and generally railroad paperwork costs will be reduced. With these thoughts A. R. Seder, vice-president of the Association of American Railroads, keyed the April 17-19 meeting of the Railway Systems and Procedures Association.

"As data processing equipment is increasingly adapted to giving several types of output in one handling of the input," Mr. Seder said, "we move closer to accomplishing the 'one-shot' process. For example, when Teletyped train consist information is relayed from yard to yard for the use of the operating and transportation departments, the integrated system should generate passing reports for the traffic department and lead to the prompt production of comparative sales analyses.

"The system should provide data whereby the freight auditor can police station accounting and also set up the audit of interline settlements received from other carriers; and of course it should furnish car movement and interchange data for car accounting purposes.

"Nor should the integrated system stop there. Transactions among railroads offer a fertile field for a

thorough survey, looking toward integration of information handling on an industry-wide basis. Many of the practices, forms and rules in use today, effective as they are, were developed when relatively few roads even used punched cards. It will, I am confident, be possible so to revise present interline standards and procedures as to permit railroads which can afford to use electronic computers to realize the economies and other advantages they offer, without doing any violence to those other roads which may not go beyond the use of punched cards, or which, because of their limited size, cannot mechanize data processing at all."

Responsibility Accounting

Officers of the Minneapolis & St. Louis, led by A. W. Schroeder, president, told of their system of integrated data processing. This system, plus the concept of responsibility accounting, is giving management real control over the operation of the railroad, according to President Schroeder. The new system, put in effect January 1, 1956, is expected to produce savings as high as \$300,000 a year.

Under the M&StL system each officer, whether a shop superintendent or a vice-president, receives a monthly statement detailing his "controllable expenses" and any variation from budget. Back-up details are

provided, too, making it possible to pinpoint every item under the officer's control.

How It Works—John A. Higgins, a partner in the firm of Arthur Andersen & Co. and a panel member at the RSPA meeting, described the responsibility accounting system as a means of providing management with the information it needs to run the railroad. "It involves no change in accounting theory, but merely shifts the emphasis from legal requirements to those which meet company needs," he said.

The M&StL system works like this: the shop superintendent at Cedar Lake, for example, gets a monthly statement, with supporting details, showing all costs for which he is budgeted and responsible. At the next higher level the statement going to the assistant mechanical superintendent carries fewer details but includes other shops. Similarly, the mechanical superintendent's report is further streamlined, yet enables him to spot anything out of line.

At the operating vice-president's level, the monthly statement provides expense and budget-variation information for each department under his jurisdiction. The president's report for all departments is further refined. And at this level appear those expense items over which individual officers have no control—depreciation, federal income taxes and the like.

(More →)

No Computer—The M&StL system was possible through mechanization of all accounting procedures, although the road does not use one of the modern computers. Information from the field is key punched and cards are run, sorted and rerun to provide all needed information.

W. E. Hanson, the road's new vice-president and comptroller, told the systems and procedures group that his machine room produces 430 separate reports monthly. These include the detailed "function ledger," which contains specific backup data for the individual responsibility statements. "This ledger," Mr. Hanson said, "puts into the hands of the field man every detail of his expenses. It tells him what he's been charged for."

A salient feature of this arrangement, Mr. Hanson added, is that no officer has to be a trained accountant to trace details down to where the actual expense occurred.

"Integration" of a different type was described by officers of the Western Maryland and Westinghouse Air Brake Company. F. W. Pettit, general purchasing agent, and B. E. Wynne, controller, of the WM, described the use of punched-card purchase orders. (This system was described in *Railway Age*, Aug. 22, 1955, p. 34.) The punched-card purchase order of the railroad is fed right into the paperwork procedures of the supplier, according to G. H. Redmond, management planner for Westinghouse. Through this integration the supplier is able to give the railroad better service while reducing its own paperwork activity and costs.

An interesting feature of the WM system is that it leaves shop repair forces and supervisors free to repair locomotives—the job they were hired to do. A locomotive material expeditor handles the prepunched card system from the shop angle to control diesel parts inventory and necessary ordering. He is the only man involved with the files at the shop end, which require the use of a trained man to keep the system working smoothly. The expeditor knows not only the punched-card system but is familiar with locomotive parts, having been trained at the builders' schools.

The WM also issues through its shops what is termed a foremen's catalog. This is printed from infor-

HOUSING A COMPUTER

Much has been written about the functions and applications of computers, but very little about the housing requirements of these "giant brains." According to R. B. Curry, comptroller of the Southern, major factors to be considered are: (1) space requirements; (2) floor loadings; (3) power requirements; (4) air conditioning; (5) acoustics; and (6) lighting. The Southern, for example, will spend about \$110,000 remodeling a part of its office building in Washington to house a new IBM 705 digital computer, scheduled to be delivered this summer.

Here are a few of the things which must be taken into account when planning for the computer, said Mr. Curry:

1. Control and power cables must be run under the floor between the various machines, and must be accessible for testing and maintenance. The Southern constructed a "raised floor" supported on concrete pedestals on the reinforced concrete floor of the computer office. This raised floor is of composition tile, and is kept clean by damp mopping.

2. Power requirements should be carefully considered, not only for the computer, but for the air-conditioning equipment.

3. The 705 computer will operate only when the temperature is 72-80 deg F. The ideal temperature is 75 deg F., and the relative humidity must be kept between 40 and 60 per cent.

4. Dust control is very important in a computer office. The filter bank should be able to extract 90% of dust particles over one micron in size.

5. If it takes 18 months for delivery of a computer, planning of space and housing requirements should begin 12 months in advance of delivery date. Allow 10 months for construction work, shooting toward the goal of four months before delivery for agreement on the final delivery of the equipment.

mation contained in the master file of inventory control cards. The catalog is separated for the various locomotive builders, for principal alternate suppliers of diesel locomotive parts and for Westinghouse Air Brake. Each subsection of this catalog is sequenced according to the

supplier's catalog number. The catalog also contains the part name, the Hagerstown (stores center) bin number, a code to indicate at what points the item is standard stock and, finally, the WM code number (a combination of the stock class number and the item number).

Success of this faster and more accurate way of keeping inventory and handling the procurement and disbursement of materials is indicated by some of the results. For the year 1955 the Western Maryland issued \$6.5 million worth of material with a net adjustment of only \$4,000 in the account balances. The system also has been partially responsible for reducing an inventory value of \$7 million a few years ago to \$2.25 million today.

Both the AAR and the Eastern Railroad Presidents Conference have set up committees to simplify inter-road paperwork. Members of these two committees, led by R. M. Sutton, vice-president and general auditor of the Union Pacific, outlined some of the areas in which they are working. The ERPC group now is working on a plan for average per diem settlements. This same group has in the mill a plan to eliminate much verifying, by every road involved in an interline freight movement, of the divisions made by the settling carrier. This, said W. J. Manning, the Erie's auditor of revenues, would save his road alone about \$40,000 a year.

H. J. Ward, comptroller of the Pennsylvania, said that the AAR group is trying to put through a simplified scheme for billing repairs on foreign cars. (This plan, developed by an RSPA workshop group, was described in *Railway Age*, Feb. 6, p. 63). Mr. Ward said that this plan offers some economies to the railroads. However, he said, his group has other ideas to add to the basic plan, which could bring even greater economies.

At the annual business meeting of the group the following officers were elected for the year ahead: President—N. A. Sorensen, supervisor methods and standardization, Southern Pacific; first vice-president—T. F. Schaeckel, manager car service records, Pennsylvania; second vice-president—J. V. Wolfe, auditor freight accounts, Chicago, Burlington & Quincy; and secretary-treasurer—A. C. Weamer, assistant auditor revenues, New York Central.

"You can't grow if you have an inefficient property." Albert W. Schroeder, new man at the helm of the Minneapolis & St. Louis, is plotting a course toward modernization and growth. His plans show up the M&StL as . . .



A Railroad with Young Ideas

BACKGROUND

Steps to revitalize today's M&StL, and make it a more efficient property, are a logical development in a string of events dating back to the mid-thirties. Twenty years ago, stung by the depression, the road came close to being broken up, abandoned in part and the remaining pieces parceled out among neighboring carriers. Attempts to auction off the property failed only from lack of bids.

Then came traffic-minded Lucian Sprague, first as receiver and later as president. The M&StL began to rally and eventually was reorganized in 1943. War-time business and the postwar boom helped the road flourish.

But the entire industry was bustling and growing in the postwar decade, and some M&StL shareholders began to think their road was lagging behind—that it needed new methods and new ideas. In 1954, Ben W. Heineman led the proxy fight that upset the Sprague management.

When Albert W. Schroeder stepped into the presidency of the Minneapolis & St. Louis on March 1, he set himself a goal: Put the railroad on the way to sound growth and prosperity in two years.

The possible rewards, as Mr. Schroeder sees them, are worth going after. Savings already realized or in prospect are expected to run as high as \$2 million a year by 1957; and on a road which last year had gross revenues of less than \$21 million that figure looms large indeed.

This \$2 million potential saving perhaps needs some explanation, for it does not hinge on any drastic across-the-board cutbacks. Rather, as Mr. Schroeder explains, it's a case of spending money to make money. The road will lay out sizable amounts in the next several months to mechanize every job possible. The results are expected to show up in improved performance with impressive cost savings.

Take, for example, the accounting department. A major overhaul of that department was carried out during 1955. The road retained the firm

of Arthur Andersen & Co., which recommended that accounting work be centralized and mechanized. This move alone is expected to produce savings ranging from \$300,000 to \$350,000 a year.

Actually, however, while this making over of the accounting department was a necessary first step, it was only the beginning. It laid the groundwork for the larger system-wide modernization program upon which Mr. Schroeder and his associates are now embarked.

"The Old Order Changeth"

The chain of events under way on the M&StL really began nearly two years ago, when Ben W. Heineman led a successful proxy fight to gain control of the road. The M&StL, while in the black at the time, had been on a lead diet of capital improvements. Mr. Heineman and his colleagues felt that earnings plowed back into the business since 1946, impressive though they were in the statistics, had not provided sufficient return. Analyzing the road's situation in this way they decided upon a

A RAILROAD WITH YOUNG IDEAS

thoroughgoing change of direction.

This change called for, among other things, an almost completely new management force at the top level. President John W. Devins, who had moved up from vice-president just before the Heineman victory, was approaching retirement. Looking around for a possible successor, the M&StL's board bid for Mr. Schroeder, then vice-president and general manager of the Chicago & Eastern Illinois. He subsequently joined the M&StL on November 1, 1955, and served four months as operating vice-president before stepping up to the top job (Railway Age, Feb. 6, p. 72).

This was only a start. In recent months, the road has installed, in addition to Mr. Schroeder who is 39, a new operating vice-president (age 36), chief engineer (47), chief personnel officer (41), general master mechanic (41), director of public relations (33), director of industrial relations (51), and two assistant comptrollers (30 and 27). Today, the average age of M&StL executives is in the early 40's; two years ago it was 64.

The emphasis on youth is not surprising. It follows an oft-stated opinion of Mr. Heineman, who was chairman of the road's executive committee until his recent resignation to head the Chicago & North Western (Railway Age, Feb. 27, p. 7). Mr. Heineman believes a railroad, particularly one like the M&StL, should hire talented younger men, and offer them good pay and incentives, rather than compete for experience with larger roads.

Compensation for members of this new "team" is, in fact, a matter of current concern to Mr. Schroeder. The road has had no supplemental pension plan for its officers. Now one is under study. A stock incentive plan, for which the stock has already been acquired, is also in the works and will be presented to the road's shareholders at the May 8 meeting.

The Job Ahead

Two months after Mr. Schroeder moved into the presidency, the outline of his program for renovating the M&StL is quite clear. Here are its major highlights:

Engineering: Complete mechanization of track work is under way, with 50% curtailment of section gangs and potential savings of \$300,000 a year. The road has spent \$150,000 for new work equipment, and expects to emerge sometime this year with five 10-man truck gangs and one outfit-car gang for the entire system.

Bridge and building gangs are getting similar handling. The M&StL has never used, until now, treated timbers or ties and has had to schedule replacements about every ten years. That's over. So, too, is the practice of paying premium prices for 100-lb rail.

Mechanical: Locomotive repairs are being concentrated at the road's Cedar Lake shops in Minneapolis, with savings in both manpower and inventory stocks. Formerly, the road handled such repairs at Cedar Lake and at a second shop in Marshalltown, Iowa. Hereafter Marshalltown will concentrate on car work.

Few of the road's diesels—it's fully dieselized—have been equipped for multiple-unit operation. Diesel power replaced steam, unit for unit, and use of diesels in helper service was not uncommon. Now that is being changed, with ten Alco units already converted for use in multiple.

Communications: Radio has been installed, as a start, on ten road diesels and eight cabooses, with three wayside stations. Late in March the first CTC studies got under way. Dispatchers are being concentrated and eventually will cover the entire railroad from the general office building in Minneapolis.

Accounting: The major task of reorganizing and mechanizing this department was accomplished in 1955. That done, the road is now embarked on its new system of "responsibility accounting." This provides, in short, detailed expense control data to all supervisory personnel on the railroad. Supervisors at all points and off-line agencies are kept informed, month by month, of both their budget estimates and directly controllable expenses. These reports go out around the 10th of the month. Charges over which the supervisor has no control, such as insurance, depreciation and the like, are not carried down to the detail level but do appear on reports going to top management.

(Continued on page 50)



NERVE CENTER of M&StL's mechanized accounting system is this IBM-equipped machine room, and through it the road has made big strides in

streamlining paper work. The road has adopted a responsibility accounting and budgeting system to provide monthly expense control data.



OLD BUT SOUND CARS were selected for this program. In general the lining was in fair shape. The coating is applied to the entire car to increase the life of the floor and lining rather than to patch serious defects.



THE RESIN IS APPLIED with a 5- or 6-in. brush, permitting work to be done at any point. This works heavy resin through the heavy (.015-in. thick) glass cloth better than spraying.

UP "Fleet Tests" \$300 Car Liners

A large scale trial of a hard surfacing material for freight cars is under way on 500 Union Pacific box cars and 17 open top cars. The material is Spring Packing's Espey Carliner. It is being applied to the floors, sides and ends of box cars. On open top cars the floor only is coated to make cars tight for hauling silica sand.

The liner may be applied to any type of wood and it can be used on steel, although a primer may be necessary with the latter in some cases. It is static-proof, and thus can be used in ammunition cars.

Cost of the material (glass cloth plus resin) runs about 30 cents per square foot. Overall cost per complete car interior runs the Union Pacific around \$200 for material and \$100 for labor. It has also been used on the interior of truck trailers where it is expected to increase the life of the plywood lining two to four times. It takes about 12 man-hours per trailer to apply the \$100 worth of material needed for complete interior of floor, sides, end and ceiling.

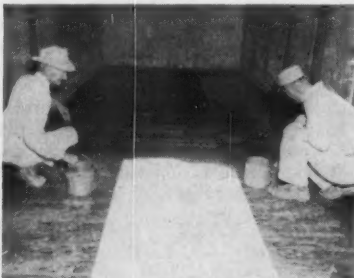
The liner has not been used long enough for the UP to say that Espey is a long range cure for box car interior damage. It is under trial along the six other upgrading materials on a total of another 100 or so cars—to evaluate the economic possibilities of brushed-on and sprayed-on materials either to patch inside car surfaces or to strengthen their resistance to damage.



GLASS CLOTH IS STAPLED in place and both coats of resin are applied over it. On the first few cars treated a coat of resin was applied to the lining and the glass cloth stuck to it, after which a second coat was applied. The revised procedure . . .



SIMPLIFIED APPLICATION and doesn't get the resin all over the workers' hands, especially at the ends of the cloth sheets and where the sheets overlap as between the end and the sides or where floor sheets overlap sides or ends.



ON FLOORS, the resin may be applied by itself or over the glass cloth. Another railroad is using Espey — with the glass cloth down the center where service is more severe, and the resin by itself along the edges. In both cases cracks are first filled with sawdust.



ESPEY FOR PATCHING covers existing nail holes and permits nails to be driven without cracking or shattering the lining. Here, as a test of strength, a wagon and six couplers, weighing about a ton, rest with one 2-in. wheel over a crack 4 in. by 20 in. bridged by the liner.

Railway Officers

assistant bridge engineer, Central region, has been promoted to bridge engineer, Atlantic region, replacing Mr. Lenco. **D. A. Slack**, assistant division engineer at Campbellton, N. B., has been promoted to division engineer, Edmonton division, succeeding **K. Vavasour**, transferred.

CHESAPEAKE & OHIO.—**Edward J. Klim** has been appointed assistant freight traffic manager at Detroit. **Clifford F. Forcell** has been appointed division freight agent at Toledo, succeeding **J. E. Black**, assistant general freight agent, retired.

CHICAGO GREAT WESTERN.—The following appointments have been announced: **J. A. Boehm**, district freight agent at Cleveland; **H. M. Edelmann**, division freight agent at Des Moines, Iowa; **J. B. Lewis**, district freight agent at Vancouver, B. C.; **D. E. Overholser**, general agent at Cleveland; **H. C. Shirer**, assistant general freight agent at Des Moines.

COLUMBUS & GREENVILLE.—**C. A. Arnett**, superintendent, has been appointed general manager at Columbus, Miss. **E. T. Lea**, roadmaster, has become chief engineer, maintenance of way and structures. **W. A. Trayler, Jr.**, master mechanic, has been named superintendent, motive power and equipment.

FORT DODGE, DES MOINES & SOUTHERN.—Newly elected officers are: President, **Murray M. Salzberg**; executive vice-president, **Morris H. Snerson**; secretary-treasurer, **Meyer P. Gross**; vice-president and general counsel, **J. I. Goodstein**; comptroller, **Harry S. Schwartz**; vice-president and general manager, **J. C. Bussey**. **A. P. Wheelock**, former president, will remain with the road in a consulting and advisory capacity.

MILWAUKEE.—**Louis C. Kusch**, assistant superintendent sleeping and dining car department at Chicago, retires April 30.

MISSOURI PACIFIC.—**W. H. Pelton**, trainmaster, White River division at Aurora, Mo., has been transferred to the Joplin division at Nevada, Mo., to replace **W. J. Power**. Mr. Pelton's successor is **T. W. Faulk**, assistant trainmaster at McGehee, Ark.

R. J. Kemper has been appointed division engineer, Omaha and Northern Kansas divisions at Falls City, Neb., succeeding **C. B. Huffman**, retired.

Bruce Cullen Rayburn, commercial agent at New York, has been appointed general agent at Louisville, Ky., succeeding **Erwin Edward Roethmeier**, transferred to Philadelphia to replace **R. C. Crossman**,



Stephen T. Keiley



William R. Main

transferred to St. Louis. **Edward Louis Hoover**, district freight agent at Wichita, Kan., has been named general agent at St. Joseph, succeeding **James J. Richey**, advanced to assistant general freight agent at Kansas City.

MONON.—**Elton N. Meaders** has been appointed general agent at Seattle, Wash., succeeding **Marshall O. Culton**, retired. **Arthur Von Tobel** has been appointed district freight agent at New York, succeeding Mr. Meaders.

NEW YORK CENTRAL-NEW HAVEN.—**Stephen T. Keiley**, director of passenger train service of the NYC, has been appointed manager of **Grand Central Terminal**, New York, which is operated jointly by these two roads. He succeeds **Ernest B. Moorehouse**, retired. **William R. Main**, NYC director of passenger services — economics, succeeds Mr. Keiley as director of passenger train service.

T. E. Reynolds, western division trainmaster, has been appointed assistant superintendent at Chicago, succeeding **L. M. Riley**, promoted to superintendent at Springfield, Ohio. **R. I. Geary**, trainmaster at Englewood, has been appointed division trainmaster at Chicago. **L. E. Walsh**, trainmaster at Chicago, has been transferred to Englewood. **F. J. Steele** has been appointed trainmaster, West and Western divisions. **R. F. Jordan** has been appointed trainmaster, St. Lawrence-Adirondacks-Ottawa division at Watertown, N. Y., succeeding **C. B. Davenport**, retired.

NEW YORK, ONTARIO & WESTERN.—**S. L. Hamilton**, traffic manager, has been appointed general traffic manager, with headquarters as before at New York. **Earl A. Blomberg**, assistant general freight agent at Pittsburgh, Pa., has been promoted to Western traffic manager at Chicago. **S. K. Power**, general agent at Pittsburgh, succeeds Mr. Blomberg as assistant general freight agent there.

William R. Dunlap, **Charles C. Stark** and **Richard C. Kizer** have been named general agents at newly established offices in Cleveland, Cincinnati and St. Louis, respectively.

NORTHERN PACIFIC.—**W. H. Goodyear**, assistant auditor of freight accounts at St. Paul, has been appointed auditor of freight accounts there, succeeding **F. W. Jackson**, who will be given a new assignment upon return from a leave of absence. **G. F. Hoolihan**, assistant chief clerk in the auditor of freight accounts office, replaces Mr. Goodyear. **D. J. Wigstrom**, special accountant, has been named assistant to the comptroller.

SEABOARD.—**E. P. Bledsoe**, acting shop superintendent, has been appointed shop superintendent at Jacksonville, succeeding **W. J. Suber**, assigned to other duties.

SPOKANE, PORTLAND & SEATTLE.—**W. T. Cowan**, assistant purchasing agent, has been appointed purchasing agent at Portland, Ore., succeeding **G. R. Williams**, retired.

TORONTO, HAMILTON & BUFFALO.—**Halliwell Soule**, solicitor, has been appointed general solicitor at Hamilton, Ont., succeeding his father, the late **J. A. Soule**.

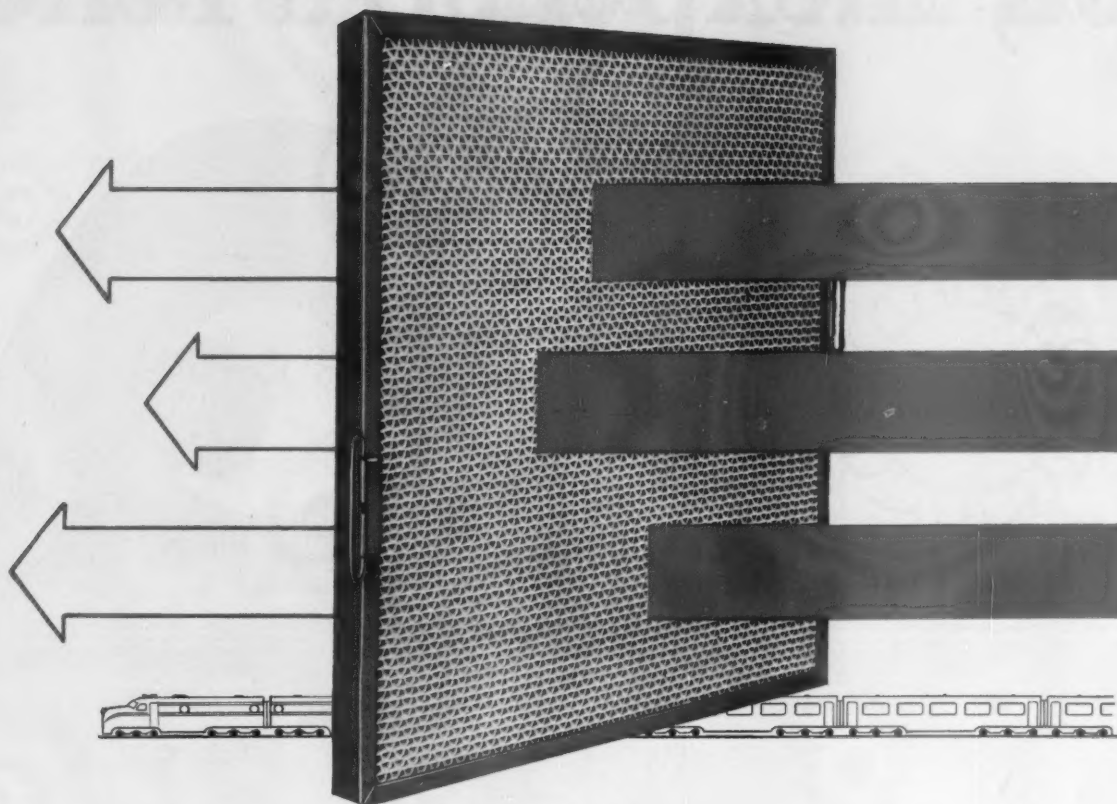
OBITUARY

Roy M. Harvey, 61, district passenger manager of the **Pennsylvania** at Pittsburgh died April 15 at his home in Mt. Lebanon, Pa.

L. V. Saxon, retired purchasing agent of the **Birmingham Southern**, died April 9.

Henry Miller, 93, retired president of the **Terminal Railroad Association of St. Louis**, died recently.

George F. Wilson, 59, Chicago division superintendent of the **Milwaukee**, died April 20.



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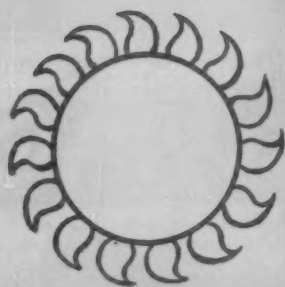
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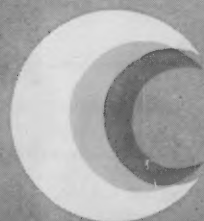
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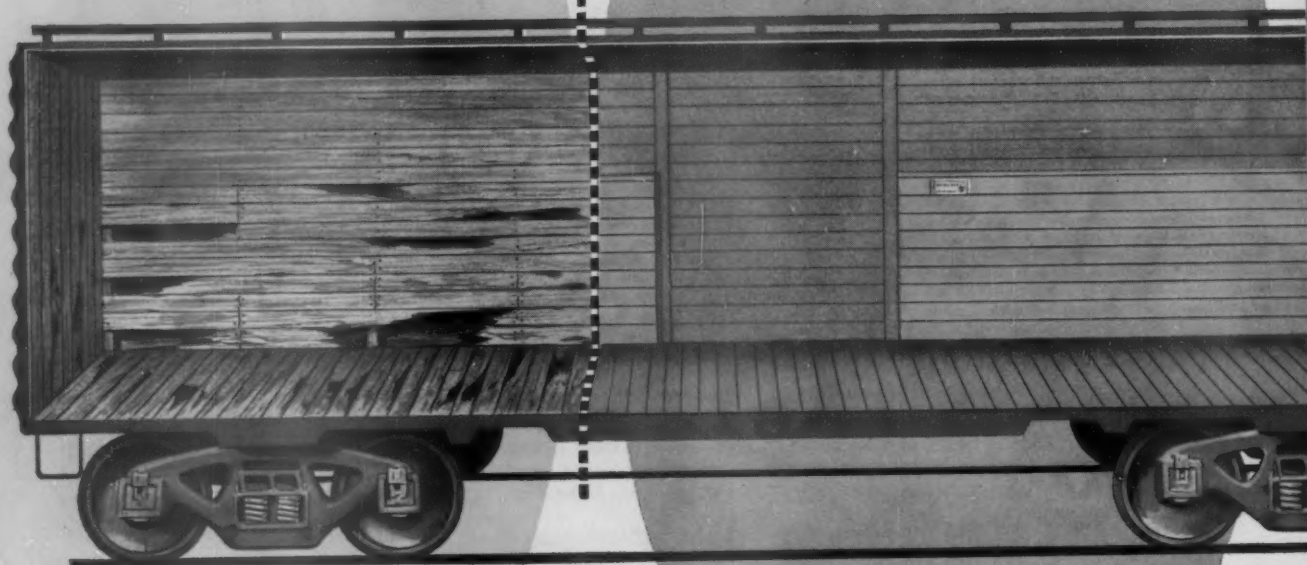


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Railroad Sales Division
Peoria, Illinois

A Subsidiary of Westinghouse Air Brake Company

RAILROAD WITH YOUNG IDEAS

(Continued from page 44)

Purchases and Stores: Perpetual inventory records have been devised, permitting effective control over inventories in all departments. This precise control, both as to number and location of all "spare parts," is aimed at reducing inventory requirements and losses due to obsolescence. A catalog has been compiled by the accounting department, with information on every item the railroad buys. Such control has already permitted a sharp reduction in the P&S staff from 13 to 3—a buyer, assistant buyer and purchasing agent.

Personnel: A "clearing house" operation has been set up to help relocate persons displaced by mechanization and consolidation. So far, normal attrition through resignations and retirements has made it possible to absorb nearly all displaced employees into new jobs.

As a jumping off point for the future, the personnel department expects to start work shortly on the job of standardizing hiring procedures at all points on the railroad.

Safety: Early in April the road began a whole new safety program. This undertaking, a long-range educational and training effort, will function under the road's new superintendent of safety and property protection—a new position.

Passenger Service: Studies have pointed toward the possibility of substituting RDC cars for all present passenger equipment. The road owns six lightweight coaches and has been operating three schedules, all over-

BLUEPRINT FOR THE C&NW?

Events on the Minneapolis & St. Louis are being watched with particular interest these days. Ben W. Heineman, the man who brought in Albert W. Schroeder and set the stage for remaking the railroad, left the M&StL's board a few weeks ago. On April 1 he became board chairman and chief executive officer of the Chicago & North Western.

While problems faced by the two roads are not always parallel, the pattern set on the M&StL could well turn out to be something of a blueprint for the C&NW's immediate future.

night runs. Use of RDC units, Mr. Schroeder figures, would trim operating and maintenance costs by around \$135,000 a year. Talks have been held with the Post Office Department on the possibility of revising schedules for four of the rail cars to handle present passenger service.

Merger and Growth

Considered singly, no change under way on the M&StL today is especially dramatic. It's the overall undertaking, the simultaneous pushing out in all directions, that is significant. And the whole program, as Mr. Schroeder sees it, will put his railroad into a far stronger competitive position.

"You can't increase traffic service-wise," he says, "until you have the service."

One major problem facing the road in this respect is the need to improve the volume of originated and terminated traffic. Increased emphasis on industrial development is one hedge against the present preponderance of bridge movements, and the road recently went outside and hired a specialist in this field. Bridge business accounted for 31% of the M&StL's total traffic in 1955.

The road's disposition to merge with a neighbor is already well known. Currently pending before the ICC is the Toledo, Peoria & Western case, in which the M&StL is battling for control with the Santa Fe and Pennsylvania. The M&StL interchanges around 13,000 cars a year with the TP&W, and Mr. Schroeder believes a merger of the two carriers would result in considerable savings all around.

Back in January, the M&StL moved in another direction by acquiring control, subject to ICC approval, of the Minnesota Western. That road, with a 112-mile line between Minneapolis and Gluck, Minn., and operating revenues of around \$800,000 a year, will provide the M&StL with some badly needed industrial sites in Minneapolis.

Nor does such acquisition and merger talk exhaust Mr. Schroeder's ideas for the future. He has one outside firm looking into the feasibility of an 87-mile coal pipeline between Middle Grove, Ill., and Keithsburg; and a second company is working on oil pipeline prospects between the Twin Cities and Watertown, S. D.



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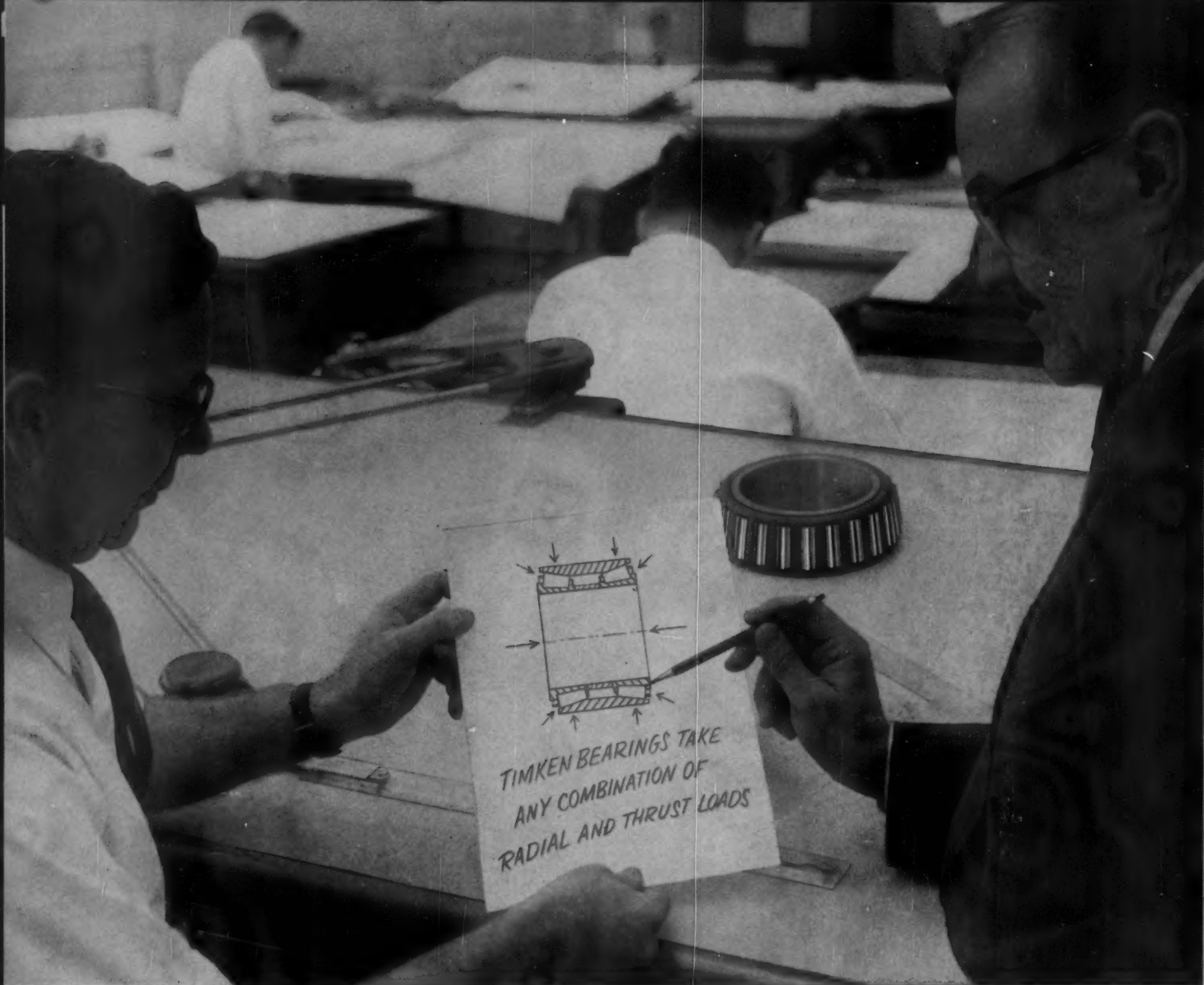
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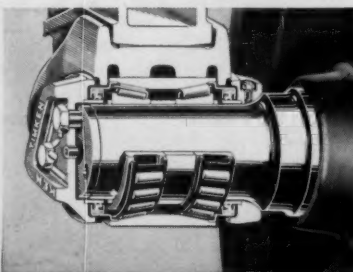
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